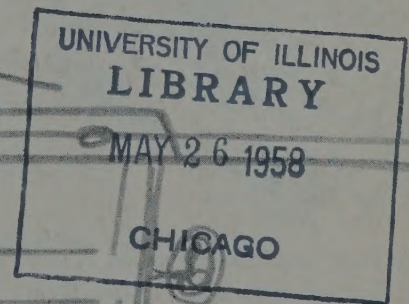
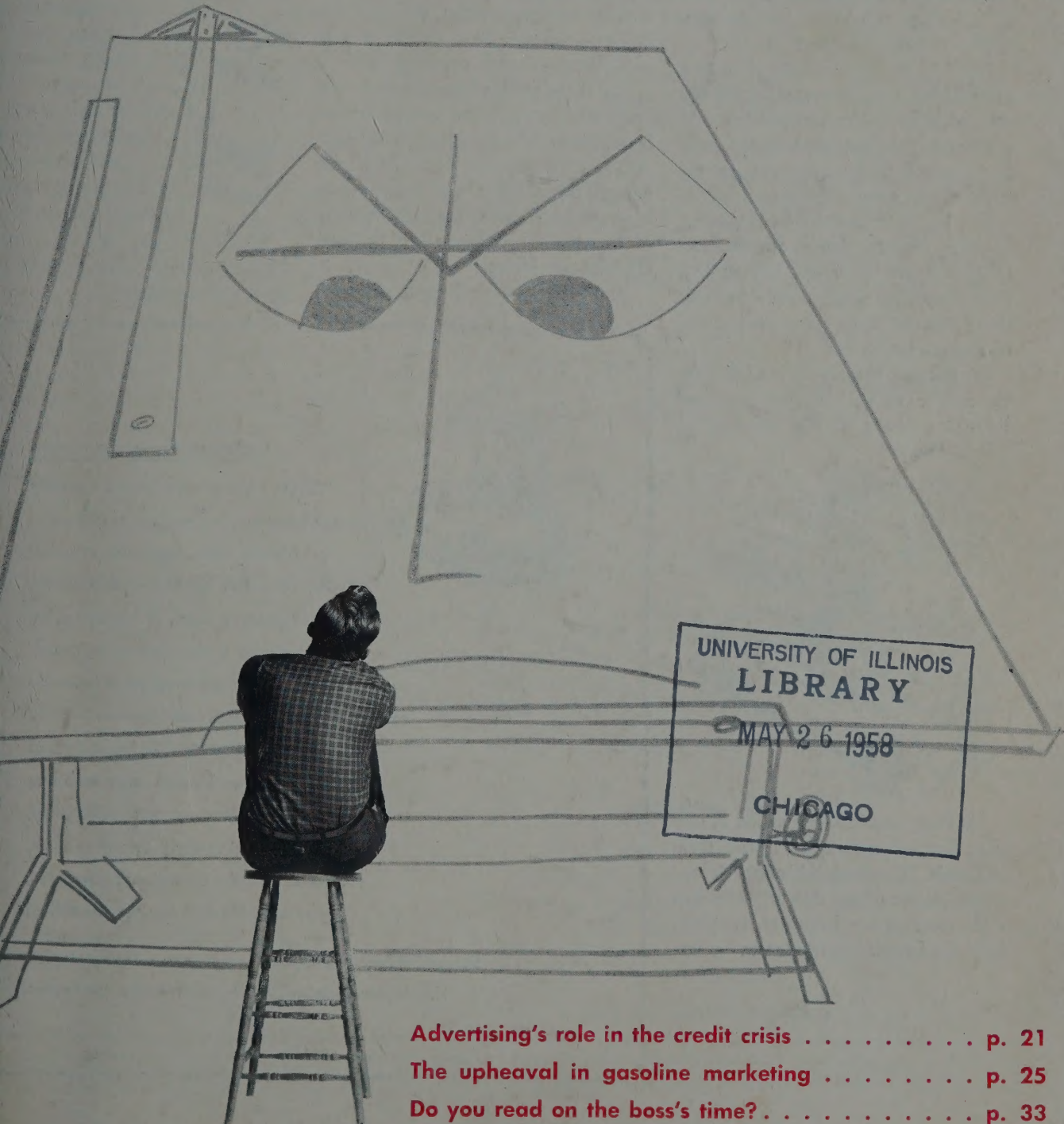
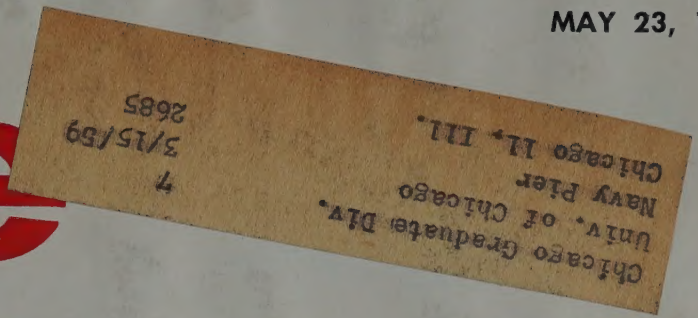


MAY 23, 1958

# Tide

THE ADVERTISING MAGAZINE FOR EXECUTIVES



- Advertising's role in the credit crisis . . . . . p. 21
- The upheaval in gasoline marketing . . . . . p. 25
- Do you read on the boss's time? . . . . . p. 33
- Three approaches to new product development . . . p. 51





# Forty tires per family

Take a census of all the tea carts, baby buggies, bicycles, wheeled toys, and mobile cocktail bars in your own menage—and you may find that you, too, own forty tires.

At this point, however, any resemblance between you and a **SUCCESSFUL FARMING** subscriber ends. Because one-quarter of all SF subscribers own 40 new tires—on cars, trucks, tractors, other machinery.

Now you may be as unaware of farming as a Brooklyn born subway guard, but this one item about tires may suggest the scope of the present day farmer who makes a five-figure income by farming—and also the scope of **SUCCESSFUL FARMING**.

Farming is a business in transition, changing almost as fast as electronics or missiles. It requires money, big capacity, power, machines, assorted know-how and skills, new knowledge—and efficient and economical production.

**SUCCESSFUL FARMING** is published for the volume producer of corn, grain and livestock products, to help him keep up with his business.



He doesn't read SF—he studies it! And clips, files and refers to SF articles again and again. His wife does likewise. For the starkly simple reason that SF helps him make more money, helps her save work, helps the farm family live better.

**SUCCESSFUL FARMING** has been doing its job for fifty-six years, and never kidded the customers. Like the Harvard School of Business, it specializes in the case history, the realized accomplishment, with how-to diagrams, photos and details. Whatever SF says will work, *has worked!* In consequence, it has accumulated a degree of respect and influence, affection even, that no general publication can match, or even shoot at.

And it has attracted the country's best and brightest farmers and most prosperous farm families. The estimated average cash income (from farming) of the SF farmer last year was \$10,870. And its circulation is concentrated among the 41% minority of farmers who produce 91% of the total US farm cash income.

As a consumer medium, it offers the

advertiser one of the world's choicest markets, in a choice waste-free package of 1,300,000 circulation. Nothing does an advertising message more effectively or more cheaply.

If your 1958 business isn't as good as it had originally anticipated, you can use SF to your advantage—to find quality customers to balance your national advertising in an important segment of the national market where general media have little penetration. For details, call any SF office.

*Meredith of Des Moines . . . America's biggest publisher of ideas for today's plans and tomorrow's plans.*



## Customers that come to you!

"Okay. I believe **Successful Farming** is a good market, but we lack distribution in the sticks" says you. Phooey!

Today small towns have supermarkets.

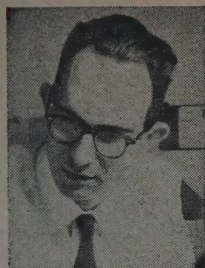
And for major items, SF readers drive to your dealer in the nearest big town.

The SF farm family has money—estimated average cash farm income in 1957 was \$10,870! And SF has influence unmatched by any other medium, delivers your story most effectively, and most cheaply. For more sales, for better balance of national schedules, you need SF! Call our nearest office!

**Successful Farming** . . . Des Moines, New York, Chicago, Detroit, Philadelphia, Cleveland, Atlanta, San Francisco, Los Angeles.



## About the cover



Executive vice-president &  
art director:  
**Marc Dorian**  
Smith & Dorian, Inc.

Another in a series of covers by advertising art directors portrays what cover artist Marc Dorian refers to as "the one great, sometimes awesome responsibility of the agency creative man—the moment when he faces a blank drawing board or sheet of paper."

It was during World War II that this native of Belgium was introduced to the graphic arts when he worked in the underground press. Then he was graduated with honors from the Royal Academy of Brussels and Cooper Union (New York).

Before joining Ron Smith to form their own New York agency a little over a year ago (billing over \$1,000,000 and employing about 11 people in the office) he was creative art director for several agencies, operating on a consultant basis.

Dorian and his wife (head of Jacqueline Dorian Associates, one of the top names in the drapery design field) have their home on the top of a hill a half mile from Hastings-on-Hudson. This they share with their 10-year-old son and a huge black poodle with a long French name whom Dorian uses as an advertising model whenever he can get away with it.

A member of the Cub Scout Committee, Dorian also spends some time in experimental photography and woodworking. And when he spends weekends with his partner sailing their boat out of Mamaroneck Harbor.

# Tide

MAY 23, 1958 • VOL. 32, NO. 10 • FIFTY CENTS

## in this issue

### ADVERTISING'S ROLE IN THE CREDIT CRISIS .....p. 21

Have advertisers oversold instalment credit, or have they undersold it? Here are the answers from a leading expert, Alan G. Rude, president of Universal C.I.T. (subsidiary of C.I.T. Financial Corp.).

### THE UPHEAVAL IN GASOLINE MARKETING .....p. 25

Calso's brand name change in the East, Esso's midwest invasion and Carter's west coast expansion highlight the transformation of advertising and distribution in the hotly competitive market. Here's why.

### MIKE HUGHES VISITS CHRIS WITTING .....p. 29

Tide's senior editor interviews Chris J. Witting, vice president and general manager of Westinghouse consumer products division.

### WHAT'S BEHIND THE AGENCY-CLIENT DIVORCE RATE ....p. 30

Tide's Leadership Panel finds there's plenty of room to improve the relationship between both.

### DO YOU READ ON THE BOSS'S TIME? .....p. 33

Latest in Tide's advertising to Industry series (part 20) reveals that industrial executives do 90% of their magazine reading in the office.

### THE WIFE OF THE MAN IN THE GREY FLANNEL SUIT .....p. 38

Mrs. Andrew Heiskell (the former Madeleine Carroll) discusses the life of women married to today's executives.

### THREE DIFFERENT APPROACHES TO NEW PRODUCT DEVELOPMENT .....p. 51

This special nine-page report describes the role of advertising & sales executives in the important process of new product development.

● Benjamin H. Hines, product development manager of General Foods' Jell-O division analyzes the product manager system.

● Robert W. Lear, general marketing manager of American-Standard's Plumbing & Heating division, describes a product planning committee.

● Arthur G. Janssen, manager of technical sales and marketing for Minnesota Mining & Manufacturing's new products division, probes the operation of the corporate new-business development division.

## every issue

Letters	4	32 Media Outlook
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Advertising Forecast	13	37 Mr. Billings Cartoon
Tidings	19	43 Media Forecast
Woman's Viewpoint	24	49 Strictly Business
60 Footnotes		

A BILL BROTHERS PUBLICATION



Can You Guess What This Picture Represents?

a. "Still Life" by Como Quepasa?

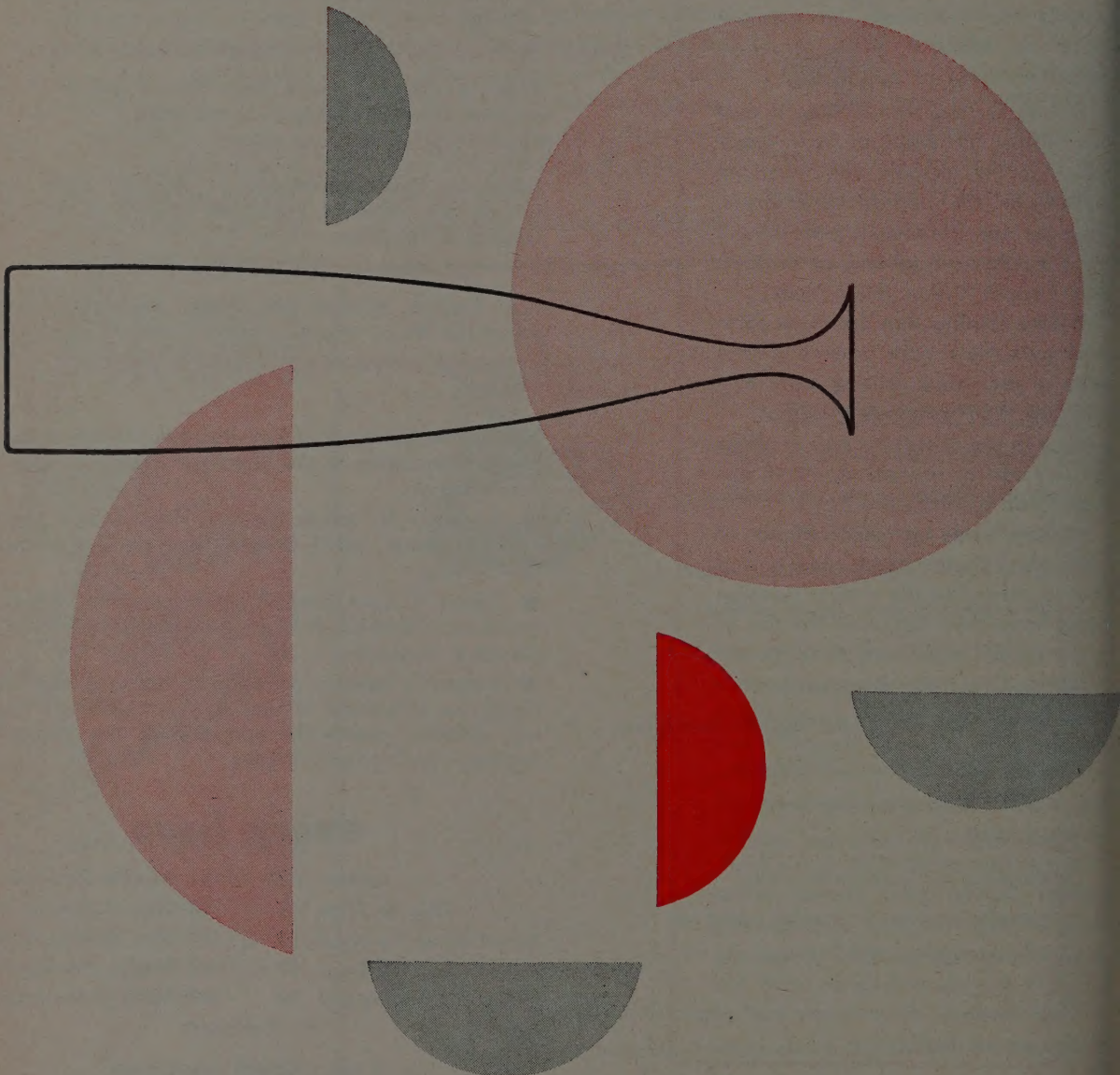
b. Chemist's fractionator?

c. Shapes of home accessories?

this may look

like a puzzle to you...

...but it's one reason *Hearst Magazines* help you get more sales from your advertising



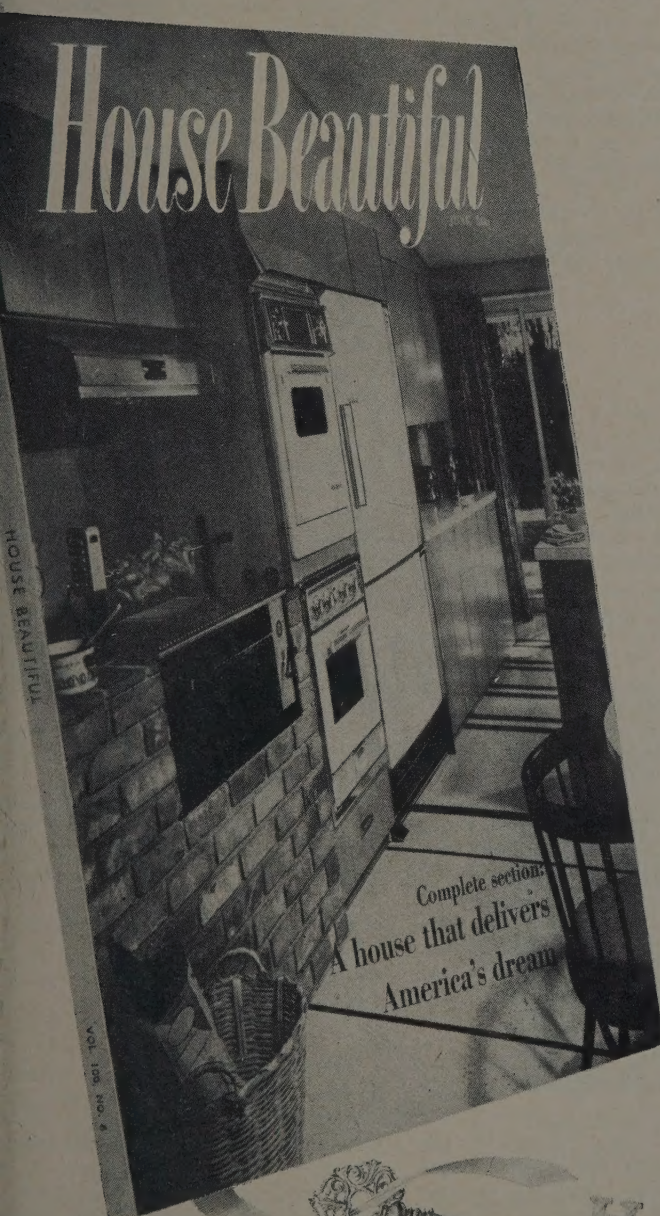


Because it concerns their special interest, readers as well as editors of *House Beautiful* know the answer to this puzzle. These are shapes used to illustrate a recent article in *House Beautiful* on how to arrange home accessories.

Keen devotion to the readers' prime interest has built a large, loyal following for *House Beautiful*—and is one reason why advertisers enjoy the *plus* of a strong, steady "tailwind" that gives a sure lift to sales.

### Readers willing and able to buy

*House Beautiful* has long been the established arbiter of good taste in home decorating, the Pace Setter of exciting new architectural trends. Its readers have money and are willing to spend it. And trade results prove they do much of their buying through the pages of *House Beautiful*.



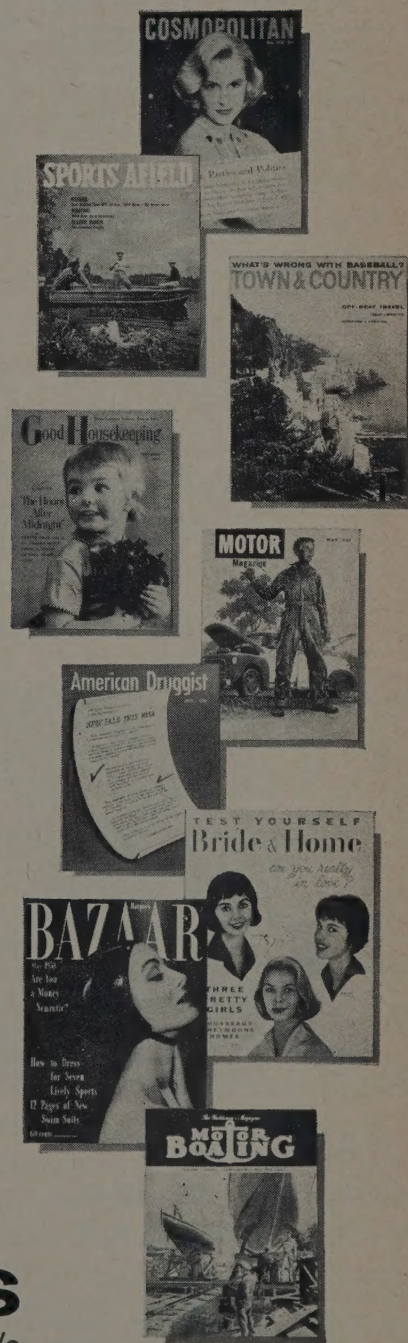
## HEARST MAGAZINES

10 keys to the special interests of 10 groups of people

Just as *House Beautiful* caters to the home-conscious woman, each of the 10 Hearst Magazines is edited for a particular consumer group. Whether the interest of the group be fishing or fashion, piston rings or engagement rings, there's a Hearst Magazine devoted *exclusively* to this consuming interest. And because Hearst readers are *interested* readers, advertising in Hearst Magazines always reaches a prime audience of *prospects*—not *suspects*!

### How this editorial concept helps advertisers:

- Advertising reaches readers in the mood to buy
- Advertising is focused where interest is keenest
- Editorial and advertising content work in tandem
- Editorial integrity lends prestige to advertising
- Each magazine is the authority in its field
- Hearst readers are sold—only need to be told!





# FAIRCHILD news

Top company executives from New York and the West Coast will attend the Supermarket Institute Convention in Atlantic City, N.J., May 25-28, together with the SUPERMARKET NEWS advertising sales staff headed by Robert Stainton, advertising director, and Louis Bailey, promotion manager.

Julian H. Handler, editor, will head a ten-man task force of editors and reporters covering the Convention. Those attending will be the New York news staff and reporters from Washington, Chicago and Philadelphia bureaus.

Fairchild publications have inaugurated a daily service on selling and promotion ideas to assist retailers in the movement of merchandise. WOMEN'S WEAR DAILY started a daily page on May 1 under the heading "Today's Better Selling"; DAILY NEWS RECORD heads its series "Beating Last Year's Figures"; HOME FURNISHINGS DAILY started a page-a-day on May 19, called "How They're Selling Today."

On May 19 ELECTRONIC NEWS published a second Guidelines issue. The big special section, called Guidelines to Radio-TV Set Manufacturers, was timed to tie in with National Electronic Parts Distributors Assn. show in Chicago, where it was distributed. Section lists purchasing agents, buyers, purchasing engineer and chief engineer of manufacturers of all radio or TV sets.

Howard G. Suslow has been appointed to the advertising sales staff of WOMEN'S WEAR DAILY. He was formerly an account executive with Harriet Romain Advertising, Inc.

Advertising in the Fairchild Publications from the Pacific Coast shows a 19.6 per cent increase for the first four months of 1958 compared with the same period for 1957, according to Harry Martindale, Pacific Coast Director of the company.

Fairchild Publications, Inc., has been given a certificate of registration for the trademark ELECTRONIC NEWS, its newest weekly newspaper, by the U.S. Patent Office, it was made known last week. This means the name cannot be used by anyone without the express permission of Fairchild Publications.

WOMEN'S WEAR DAILY'S annual Children's Wear Back-to-School supplement, published May 7, was the largest back-to-school section ever issued by the paper. The 92-page section surpassed in advertising lineage the 1957 record-breaking edition.

## FAIRCHILD Publications, Inc.

7 East 12th St., New York, N. Y.

Publishers of

Daily News Record, Supermarket News, Women's Wear Daily, Electronic News, Home Furnishings Daily, Blue Book Directories, Men's Wear Magazine, Footwear News, Books.

# LETTERS

## Disservice

Sirs:

The Board of Directors of the Hollywood Advertising Club has discussed your story: "Has Buick Hurt the Advertising Industry" on pages 28-29 of your April 11 issue and has requested me to write you concerning its views about the piece.

In the opinion of the Board of our Club, you at Tide have done a disservice to the advertising industry by publishing this material no matter how enterprising it may be as trade journalism.

The Board's feeling is that such stories as this are liable to be picked up and used by foes of advertising—and of our economic system—as "proof" out of the advertising industry's own mouth of its law-of-the-jungle activities. There is already so much energy spent by our foes in their endeavors to undermine the advertising business that we in it can ill afford to furnish them brickbats tailored to fit their hands.

George Burt  
Managing Director  
Hollywood Advertising Club

## Goof

Sirs:

Our attention has been called to the article "How Business Publications Costs Have Climbed" appearing in Tide's issue of February 14, 1958, page 37.

Inadvertently, the figures entered therein give a false impression of Engineering News-Record's true cost picture. It quotes a 1958 rate (\$985) against a June, 1957, Circulation Statement. However, the caption covering circulation figures states 1958 is the base year. The result is a cost-per-thousand of \$13.45.

Actually, of course, the circulation figures should read 75,516. This changes the cost-per-thousand figure to \$12.78.

We merely wish to call this error to your attention in the hope it will not occur at some future date should you again publish similar figures.

Paul F. Mundt  
Promotion Manager  
Engineering News-Record  
New York City

## Irrelevant

Sirs:

... I am a very great admirer of (Mr. Seldes) but, ... there are occasions when I disagree with him. Such an occasion has now arisen as a result of his comments in Tide for April 11 on the New York Times ad. I think he was wrong here, both specifically and generally.

Specifically, I don't believe that, despite the assistance of his "perceptive friend," he fully grasped the situation in

the ad. Since, for my sins, I am a commuter, I can react to this situation with sympathy and understanding. (One of the prices paid for suburban living is a dependence upon one's neighbors. It is not unusual for a suburbanite to find himself with no real links binding himself to his neighbor, other than that simple proximity. Conversation in a pool, therefore, is apt to degenerate into a tedious repetition of discussion of such homely, and passionately boring subjects as last night's weather, the water in the cellar, the misbehavior of the children—or—God help us all!—the San Francisco Giants. And on a cold morning (and very early in the morning at that) it is difficult to start in on even these familiar topics. On such an occasion, I could see how accidentally, I walk to the station) the New York Times could be a genuine godsend. It would at least offer a chance of broadening one's horizon, instead of narrowing it even further. Although I must say sympathize with that driver, who obviously flinching from his companion and wondering why they must persist in feeling this awful urgency to talk, at a time when silence, however comfortable, is the most pleasant means of communication.

Generally, I feel that Seldes erred in expecting this ad to do more than the Times expected it to do. An ad, surely, does not have to say something to everybody who sees it. The Times must have understood that this ad might prove comprehensible to the (ugh!) weekend visitor or to the transient flying through exurbia on his way to Wellfleet. Wise as it seems to me, the paper decided upon a message that would get through to the majority of people who are exposed to it daily. Had this ad been displayed on subway, or on a billboard on West 16th Street, his criticisms might well have been justified.

As it wasn't, I can't help feeling that his strictures were interesting, but completely irrelevant.

Pyke Johnson  
Publicity Manager  
Doubleday & Co., Inc.  
New York City

## Dissenter

Sirs:

As a constant reprint user, orderer or re-printer (with the magazine's permission, of course), I couldn't disagree more with just about everything Scotty Sawyer argued in his "Reprint Orders—A Weak Argument," page 36, April 11 issue.

We certainly don't consider purchasing of article reprints "as pretty thin evidence of reader interest" in our media selection not by a long shot.

There are several publications who won't permit outside reprinting (advertiser or no) and who get as much as 30



# Tide

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## LETTERS (Continued)

a throw for those needed for additional distribution. At those prices, I should doubt very much whether "87,000 requests for article reprints can be translated into 8 requests . . . totaling 87,000 copies."

In addition to which, most publications, we have found, will give you chapter and verse on the number of individual orders they receive and since some of the technical manuals appearing in some of the highly technical books are totally incomprehensible except to those actively working in the field involved, it's a good bet that there aren't any housewives involved in the market.

As to Mr. Sawyer's "further thought," when an advertiser wants to distribute article reprints, it sure does admit the possibility that the circulation of the article in the magazine wasn't considered adequate! That's why most of us run more than one ad a year in a given publication . . . and why we also use more than one publication in a given industry. Who ever heard of 100% readership anywhere, any time?

It might be refreshing to Mr. Sawyer to hear some rep say, "We never get any orders for article reprints," but to me (assuming, of course, that it's the type of magazine that publishes articles worthy of reprinting) it would be a pretty good example of some uninspired editorial management.

Bernard Gould  
Manager, Market Development  
Rubber & Asbestos Corp.

P.S.: . . . "Strictly Business," by and large, is an extremely refreshing oasis to the industrial advertising man in a trade press so overwhelmingly slanted to consumer marketing procedures.

## Advertising Sales

Vice-President Sales . . . . .Randy Brown, Jr.  
Sales Manager . . . . .Charles Stillman, Jr.  
Western Advertising Director . . . . .  
C. E. Lovejoy, Jr.  
Eastern Sales Manager . . . . .John C. Jones, Jr.  
Western Sales Manager . . . . .Tom McDonough  
Asst. to Sales Vice-President .Cecelia Santoro  
Promotion Manager . . . . .Philip L. Patterson  
Production Manager . . . . .Jacqueline Arkin

## Division Sales Managers

### New York

W. E. Dunsby, Wm. McClenaghan, Howard Terry, Robert Hicks, 386 Fourth Avenue, New York 16, N. Y. LExington 2-1760.

### Chicago

W. J. Carmichael, John W. Pearce, Thomas S. Turner, 333 N. Michigan Avenue, Chicago 1, Ill. STate 2-1266; Office Mgr., Vera Lindberg.

### Pacific Coast

Ralph W. Harker & Assoc., 600 S. New Hampshire, Los Angeles, Calif. DUnkirk 7-2328  
444 Market St., San Francisco, Calif. GARfield 1-2481.

Warwick S. Carpenter, 15 East de la Guerra, Santa Barbara, Calif. WOodland 2-3612.

## From Home Office to Service Station, SINCLAIR is



"Spot is doing a great job for Sinclair. And," adds James J. Delaney, Sinclair Refining Company's Advertising Manager, "we now boast the biggest campaign for size, scope and duration, in spot radio history. It's been so successful that a questionnaire sent to Sinclair marketers and distributors brought a resounding 95% request for continued use of Spot Radio!"



SPOT SALES



# Useful news for the Important Million

**T**HE IMPORTANT PEOPLE in America have a particular regard for "U.S. NEWS & WORLD REPORT." They consistently vote it the magazine most useful to them in their work.

More than six years of continuing research among the people listed in the standard directories and rosters of the nation's leaders confirm and reconfirm this point.

The surveys show how America's most important people rate the news magazines and the magazines in the management field.

The preferences of these outstanding leaders are of particular significance because they reflect the attitudes and preferences of their business and social counterparts in all levels of responsibility—throughout industry, government and the professions.

## Here is what these surveys show

**COVERAGE:** Of the six magazines in the news field and the management field, "U.S. NEWS & WORLD REPORT" is either first or second in coverage for each of these groups.

**USEFULNESS:** In every group "U.S. NEWS & WORLD REPORT" received the most votes as "the magazine most useful to me in my work."

**CONFIDENCE:** "U.S. NEWS & WORLD REPORT" received the most votes in every case as "the magazine in which I place the most confidence."

Three out of four "U.S. NEWS & WORLD REPORT" subscribers hold high-income managerial positions. They're in top management, yes, and also in the middle-management jobs of design, production, sales, purchasing, etc. Here, then, is thorough coverage and deep penetration of the major buying influences in American business and industry.

These are the important people of America who depend on "U.S. NEWS & WORLD REPORT." They have confidence in "U.S. NEWS & WORLD REPORT" as their source of the useful and essential news of our national life, including world affairs. They use "U.S. NEWS & WORLD REPORT" in their business planning and decisions.

Alongside news of such usefulness to the "important million" in America, advertising is effectively concentrated on best customers and prospects—for business goods and services and for all quality consumer products.

*All information in this advertisement, either stated or implied, is based on information of public record or actual research. The detailed sources are always available on request.*

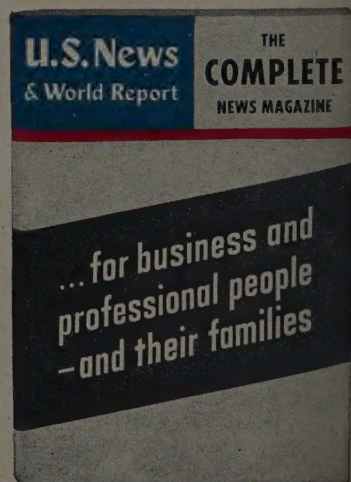
U.S. NEWS & WORLD REPORT

## U.S. NEWS & WORLD REPORT

*America's Class News Magazine*

**Now more than 1,000,000 net paid circulation**

For full information on how "U.S. News & World Report" covers your best customers and prospects, contact our advertising offices at 45 Rockefeller Plaza, New York 20, N. Y. Other advertising offices in Boston, Philadelphia, Cleveland, Detroit, Chicago, St. Louis, San Francisco, Los Angeles, Washington and London.







**"U.S. News & World Report" ranks first in usefulness  
and first in confidence among America's leaders in all fields**

**I**NDEPENDENT SURVEYS have been conducted for a period of more than six years among the people listed in the various "Who's Who" directories and rosters of America's leaders in all fields. These people are asked which news magazine or which management magazine they read, which they find most useful to them in their work, and in which magazine they place the "most confidence."

The findings and reports of each of the most recent studies listed below are available on request:

- Executives listed in Poor's Register of Directors and Executives
- Leaders listed in Who's Who in America
- Executives listed in Who's Who in Commerce & Industry
- Executives listed in Ward's Automotive Directory
- Officials of America's Class I Railroads
- Official Washington as listed in the Congressional Directory
- Executives of America's Scheduled Airlines
- Members of the National Industrial Conference Board
- Officials of Life Insurance Companies
- Editors of the Nation's Daily Newspapers
- Executives of America's Aircraft Manufacturing Companies
- Labor Officials listed in Directory of National and International Labor Unions
- Officers of the 300 Leading Commercial Banks
- Executives Listed in Phelon's List of Department Store Managers
- Officials listed in the Directory of the National Savings & Loan League
- Executives of America's "Excellently Managed Companies"
- Officials listed in Moody's Industrial Manual

*Reports on surveys of each group available on request*



# This Week MAGAZINE

"delivers quick and lasting  
sales impact  
week  
after week"



says **H. V. McNAMARA**  
*President of National Tea Co.*



The National Tea Co. operates  
more than 900 stores from the Canadian border  
to the Gulf, and from Colorado to Ohio.

The pleasant chatter of cash registers in over 900 National Food Stores tells when an advertising medium is delivering customers.

According to Mr. McNamara: "Because of its ability to deliver quick and lasting sales impact week after week, **THIS WEEK** is a great vehicle for selling the nationally advertised products featured in our stores.

"We know, from actual experience, the impact of advertising in your fine publication, as it is reflected, every week, in the movement of merchandise in our stores."

Top grocery men all over the country will tell you: if sales are what you want . . . you want **THIS WEEK** at the top of your advertising schedule.

Your advertising is read by more people in **THIS WEEK Magazine** than in any other publication. 12,000,000 families read **THIS WEEK** every week. Your advertising in **THIS WEEK** gets heavy newspaper coverage combined with high magazine readership . . . at a very low cost per thousand. **THIS WEEK** is today's most powerful selling force in print.

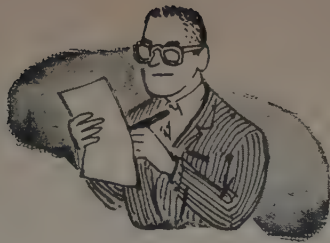


The most widely read National Magazine in America sharing the power and prestige of 37 great Newspapers!



# EBB & FLOW

by Mr. Billings



**conomics:** We'd be among the first to admit there's plenty wrong with radio and TV but when somebody comes along and accuses them of causing just about everything short of the Bubonic Plague, we take offense.

According to **Anthony B. Meany Sr.**, in his book, *Radio-TV: Perils to Prosperity*, our economy is shot to hell and air media and advertisers are the culprits.

For one thing, Meany attributes the depression of 1929 to "the advent of electric radio in 1928." Furthermore, he blames today's unemployment situation on radio and TV on the grounds that they "hold 10 to 70 million or more consumers idle daily for hours at a time . . . and when the consumer is idle, it consequently follows there will be idle farms, idle factories and idle money in the bank."

This, theorizes Meany, is the cause of the recession, for "when people stop circulating, so does money."

Radio and TV advertisers are the big bogey men, thinks Meany. He says by advertising such things as "automobiles, petroleum, tires, soaps and cosmetics" advertisers have "created a 'Frankenstein,' killing a vast proportion of the potential use and demand for these and other commodities of stern necessity: hats, clothes, shoes and other wearing apparel."

In conclusion, we think one of Meany's big mistakes (he's made many) is in the selection of his savior. He's put in a call to the Advertising Council to stop the "further detrimental use of Radio-TV advertising."

★ ★ ★ ★

**Another unconfirmed rumor:** Worst-kept open secret of the magazine world: Time, Inc.'s continuing efforts to acquire one of the top "family" magazines, with both sides being so cagey about money they can barely open their corporate mouths. . . .

★ ★ ★ ★

**Name dropping:** **George Polk** elected vice-president at BBDO. He takes charge of the agency's radio and TV programing and planning. . . . **P. Mast, Jr.** elected president of Conover-Mast Publications, succeeding Harvey Conover, who was lost at sea last winter. . . . **Douglas A. Lawrence** named vice-president at O. S. Tyson and Company, effective June 1. . . . **Mrs. Emma E. W. Stock**, Forbes Magazine co-director of advertising, elected president of Advertising Women of New York. . . . **Louis A. DePolis** appointed vice-president in charge of marketing, LeTourneau-Westinghouse Co. . . . **Albert H. Messer** named vice-president of Brand Names Foundation. . . . **Ben Alcock** appointed to new post of associate creative director at Grey Advertising.

(Continued on page 10)

# Tide

EDITORIAL, ADVERTISING &  
CIRCULATION OFFICES

386 Fourth Ave., New York 16, N. Y.  
LExington 2-1760



Publisher .....Hartley W. Barclay

Editor .....Morgan Browne

Managing Editor .....Kenneth Schwartz

Senior Editor .....Lawrence M. Hughes

Midwest Editor .....Elinor Richey

Associate Editors .....Philip K. March

Thomas J. Morris

Judith Blumenfeld

Robert Otterbourg

Contributing Editors .....Dorothy Diamond

Lester Leber

Carol Bick Tolley

Howard G. Sawyer

Art Director .....Charles De Simone

Staff Cartoonist .....George W. Booth

Research Director .....Dr. Jay M. Gould

Consulting Economist .....Peter B. B. Andrews

Editorial Assistants .....Neil Derrick

Donald Mackey

Manager, Tide Advertising Leadership

Panel .....Florence Melody

Reader Service .....H. M. Howard

Photographer .....Lester Cole

Circulation Director .....R. E. Smallwood

Asst. Circulation Manager .....Ed Hoffman

Subscription Manager .....Howard Voss

## SUBSCRIPTIONS:

U.S. and Canada: \$6.50 a year

Foreign: \$13.00

Advertising Sales  
For offices and personnel see  
Advertisers' Index.

## Officers

President .....John W. Hartman

Chairman, Executive Committee. Philip Salisbury

Executive Vice-President . . . Frederick C. Kendall



Bill Bros. Publications: Fast Food,  
Floor Covering Profits, Plastics  
Technology, Premium Practice,  
Rubber World, Sales Manage-

ment, Sales Meetings, Tires, Tide.



**THE  
52nd  
STARCH  
CONSUMER  
REPORT  
REVEALS**

The median income of the **Elks** Magazine households is **\$6,636**.

**94.2%** own one or more automobiles. **31.2%** bought a new car in the last 12 month period.

In the ownership of household appliances and expenditures for food, clothing, and services adding up to better living, the Starch Report demonstrates conclusively that **Elks** are a top market.

To sell this market of **1,204,000 Elks**—advertise in The **Elks** Magazine.

**THE Elks MAGAZINE**  
New York Los Angeles  
Chicago Portland, Ore.

**EBB & FLOW** (Continued from page 9)

**Bonus:** True Form Foundations (girdle manufacturers of Darby, Pa.) is going to give a \$5,000 Esther Williams Home Swimming Pool to the lucky person, who supplies the most "inspired final line" for a limerick. The company is urging college fraternity men to enter the contest. According to Conent & Co., the company's PR firm, True Form "sees in this appeal the chance to channelize the vernal impulse of the undergraduate males into more socially acceptable outlets than the traditional springtime panty raid."

★ ★ ★ ★

**Robert K. Farrand** appointed Satevepost marketing manager. . . . **Lewis F. Bonham** to Miles Laboratories as president of newly formed Home Products Division. Division will market Miles proprietary products such as Alka-Seltzer, One-A-Day (brand) Vitamins. . . . **Adrian C. Couri** appointed television and radio copy supervisor at Norman, Craig and Kummel. . . . **A. W. Neely** named product manager Comptometer Corporation's Dictaphone Division. . . . **J. Barret Scarborough** appointed advertising and marketing director of Everywoman's Family Circle. . . . **Leonard S. Mathews** and **Edward Theile** elected to board of directors, Leo Burnett Co. . . . **James F. Whalen** named assistant to marketing vice-president, Jacob Ruppert Brewery.

★ ★ ★ ★

**Market potential:** **D. H. Radler**, editor of the Purdue University Research Foundation, announces that today's "typical teen-ager is a pushover for the hidden persuaders and well on his way to the corporate slavery of the organization man." According to Radler, it's "because he wants to be like everybody else this fear-ridden boy or girl will buy anything—a piece of shoddy merchandise, a set of shoddy morals or a patched up police state philosophy."

★ ★ ★ ★

**Help wanted:** a Manhattan restaurant called "Maria's Cin-Cin" has long been a favorite of a group of McCann-Erickson men. The proprietor, Mrs. Maria Braggalino, was forced to move last year when all those fine 51st Street restaurants (between 5th and 6th Avenues) fell victim to the onslaught of progress, namely, preparations for a new Rockefeller Center skyscraper.

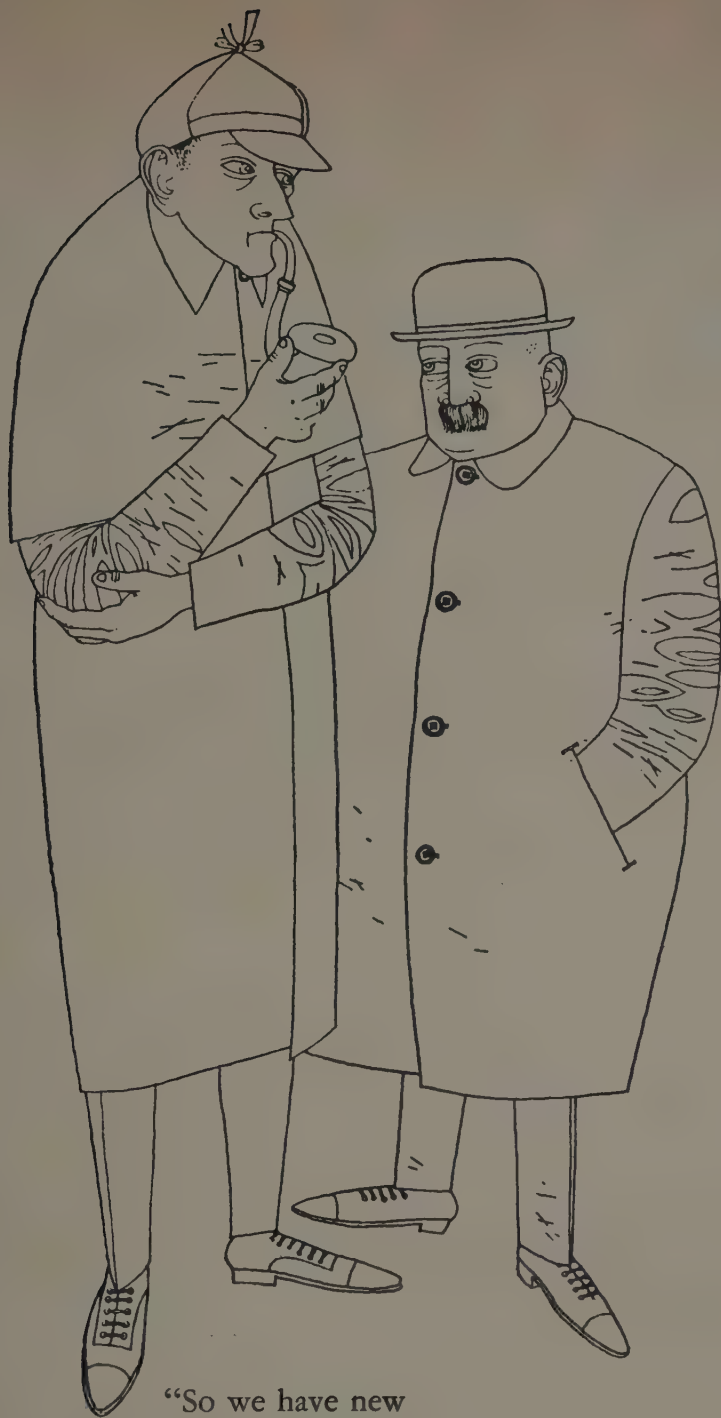
Maria's current location is on East 53rd Street, but practically no one but those McCann characters know it. To correct that matter they composed an ad for Maria which is running in the current issue of the Saturday Review.

"Wanted, one millionaire," it reads, "to be part-time host and all-around vivand at chic East Side restaurant which hasn't enough chic customers." They're hoping for a Tommy Manville or a "Baby Pignatari, but so far there's not a limousine or a top hat in sight.

★ ★ ★ ★

**Teacher's Pet:** A. J. Walter Thompson man—so the story goes—was entertaining a client and his wife for dinner in his midtown apartment. After dessert, she asked for a liqueur. Our man was fresh out of same. His ingenious and highly successful solution: Teacher's Highland Cream and Log Cabin Syrup. (Three to one, Teacher's). "Superb," said the client.





"So we have new  
neighbours in Baker Street, Holmes."

"Quite so, my dear Watson,  
Young & Rubicam, advertising agents.  
They sell things, I believe."

On March 31 our London office moved into new and larger quarters at No. 8 Baker St. Similar expansions in other Y & R International offices appear to support the deduction made by the perspicacious Mr. Holmes.

Young & Rubicam, Inc., New York, Chicago, Detroit, San Francisco, Los Angeles, Hollywood, Montreal, Toronto, London, Mexico City, Frankfurt, San Juan, Caracas.





..... SHE'S AT THE **MOTIVAGE**



..... SHE READS *seventeen*



## SHE BUYS MORE MERCHANDISE FROM ITS PAGES THAN FROM ANY OTHER MAGAZINE

\*The MOTIVAGE (between 13 and 20) is the age when girls are approaching womanhood... when they're most strongly motivated to express their individual tastes while acquiring lifetime buying habits.

These girls are first-time customers for major items like silverware, luggage, china, glassware, small appliances, fine jewelry, etc. With over \$4 billion of their own money to spend, they buy from SEVENTEEN. Nearly half of America's 8,500,000 Young Women Under 20 have actually purchased merchandise they saw advertised in SEVENTEEN.\*\*

Why are these Young Women so responsive to SEVENTEEN? Because SEVENTEEN speaks their language. It's the voice of the MOTIVAGE... the only magazine devoted exclusively to the varied interests, needs and desires of this special age-group which is growing faster than any other.

\*\* Gilbert Youth Research

### QUALITY CIRCULATION

1,048,262 (ABC, Dec., 1957)

73% Newsstand Sales

No Reduced-rate Subscriptions

Where ABC's are a plus factor...

#### SEVENTEEN-AT-SCHOOL

Your educational materials go to 19,500 Home Economics teachers in this unique sister publication of SEVENTEEN. It adapts SEVENTEEN's editorial content into lesson plan form... carries your advertising — via SEVENTEEN — into the classrooms of 76% of the nation's high school Home Economics teachers.



it's easier to **START** a habit than to **STOP** one!

SEVENTEEN MAGAZINE, 488 Madison Avenue, New York 22 • PLaza 9-8100



# ADVERTISING FORECAST

## New developments in the rental trend:

That important distribution trend—renting instead of selling—seems to be gathering steam.

Two other product categories are now part of the definite rental trend already existing in auto marketing (Tide—October 11, 1957).

Chicago discounter Polk Bros. now leases air conditioners. New York's Kaufman Carpet Co. now rents carpeting to industry.

Polk, which rents only Carrier ¾-ton home units, charges about \$90 a year for a new unit. Renters, however, can apply rental fees toward permanent possession of the air conditioner.

Kaufman, one of metropolitan New York's largest retail floor coverings chains, restricts carpet rentals to industrial customers. It joins Reading Carpet Co., Reading (Pa.) as the lone retailers using this merchandising approach.

Kaufman's sales pitch: "You get these advantages in leasing carpeting—100% tax write-off, no capital investment, besides automatic replacement and/or complete new look every three years."

## Esso's new ad campaign:

Over the fortnight, the grueling sales war among gasoline marketers grew even hotter (see page 25 for the upheaval in gas marketing).

Esso, with three grades of gasoline for the past two years—regular, extra and golden extra—came out last week with new technical developments that it claims improves its two top grades.

Esso will spend \$3,000,000 to advertise the new gasoline mixtures (developed technically with nuclear energy applications).

The initial campaign to last through the summer will only indirectly allude to nuclear energy.

Esso, to avoid technical copy, discusses elimination of power-robbing deposits, octane waste and other causes of engine wear. Esso claims that the new mixture "outperforms gasolines costing 1¢ and 2¢ more."

About \$1,500,000 will go in newspapers; the balance in broadcast media, point-of-purchase (at its 25,000 dealers in 18 eastern-southern states) and outdoor advertising.

## Fair trade's last stand:

Once again the constitutionality of that near dead topic fair trade has become an issue.

Following the virtual end of fair trading of appliances earlier this year, its never-say-die advocates are again after a national fair trade law.



Proponents—Sunbeam, Bissel Carpet Sweeper and Eli Lilly—besides retail groups such as the Bureau of Education on Fair Trade, representing retail druggists—forcefully have argued their case in Congressional hearings.

Now, Arkansas's Rep. Oren Harris, sponsor of fair trade legislation, faces strong opposition from the U.S. Justice Department.

The Department says such a law would be totally inconsistent with the concept of free competition and the Sherman antitrust act by extending national one-price schedules to nearly all consumer products.

Moreover, it would challenge state rights, says the Department, by putting new teeth into the Miller-Tydings and McGuire acts which leave actual fair trade enforcement to the states. On these grounds, the Justice Department would consider such fair trade legislation as unconstitutional.

You may assume that, if Congress should ever pass such a law, the Justice Department will advise a Presidential veto.

**Today's  
newest  
consumer  
study:**

The strategy of four big food advertisers—Campbell Soup, General Foods, General Mills and Pillsbury Mills—may be in for complete re-evaluation if not partial changeover.

With preliminary results of a study conducted by Market Research Corp. already in, these companies whose collective advertising budgets exceed \$150 million, have gained an inside peek at the nation's eating habits.

From menus of 4,000 households during two-week periods, the four food marketers are detailing which foods people buy and how, when and where they eat them.

The survey is the most recent study of consumer eating and buying habits. It follows a study by Pulse, Inc. (based on eating habits of 1,000 families in 26 metropolitan market areas).

From findings in the latest food buying analysis, it appears that marketing-advertising strategy for the nation's food distributors might take on some new twists.

Surprisingly, the study shows that 25% of all food shopping is done by male family members. Also, 70% of all home meals are still eaten in the kitchen, TV notwithstanding.

**More  
but smaller  
shopping centers:**

Despite the current recession, shopping centers continue to spread—but with a more sober approach in the planning stage.

By the end of this year, Chain Store Age predicts that there will be 2,900 shopping centers, a 700 increase in 1958.

But future shopping centers will be in medium-sized units, rather than in the mammoth regional class. Reason: many big centers have foundered because of poor analysis of their trading area or because they relied on a few major tenants.

In planning new centers, retailers are emphasizing market research: an entire profile of suburban customers and their shopping habits.



# GREAT GUNS!



Your sales will certainly be "going Great Guns" when you deliver a barrage with advertising's heavy artillery—FIRST 3 MARKETS GROUP—at the outstanding city and suburban markets of New York, Chicago and Philadelphia. Within these giant sales target areas, which account for 18% of all U.S. Retail Sales, competition for consumer's attention and share of spending income is an important factor in causing family coverage. General Magazines, Syndicated Sunday Supplements, radio and TV to thin out. In these 3 far-above-average

markets there is no substitute for FIRST 3 MARKETS' solid 62% COVERAGE of all families.

In addition, the finest Rotogravure and Colorgravure reproduction in the FIRST Sections of the FIRST Newspapers of the FIRST 3 Cities of the United States assures you maximum package and product EYEidentification.

To make your advertising sell *more* where *more* is sold... it's FIRST 3 FIRST!

Circulation in excess of 6,000,000.

The group with the Sunday Punch



Rotogravure • Colorgravure

New York Sunday News Coloroto Magazine

Chicago Sunday Tribune Magazine

Philadelphia Sunday Inquirer "Today" Magazine

New York 17, N.Y., News Building, 220 E. 42nd St., MUrray Hill 7-4894 • Chicago 11, Ill., Tribune Tower, SUperior 7-0043  
San Francisco 4, Calif., 155 Montgomery St., GARfield 1-7946 • Los Angeles 5, Calif., 3460 Wilshire Blvd., DUmkirk 5-3557



# The Saturday Evening Post presents a major breakthrough in media research... the first bulls-eye measure of the advertising page!

Advertising leaders for years have been asking for something more specific than figures on a magazine issue.

ABC Circulation (1914) tells you how many copies of an issue are bought. Total Audience (1939) measures the people looking into the issue. Reading Days (1956) gives you initial and repeat reading of the issue.

Now — for the first time — the Post pinpoints the advertising page. With this major breakthrough, you can now know how many times your advertising page is exposed to the readers of a copy of a magazine.

It is the difference between counting the customers who walk into a store — and the ones who come to your counter, where your goods are displayed.

*This new study of Ad Page Exposure was developed by Alfred Politz Media Studies, in consultation with the Advertising Research Foundation.*

*It introduces a new concept in media measurement: the power of the magazine page to provide face-to-face contacts . . . to bring readers within immediate visual range of your ad.*

This new measure was two years in the making. The interview method was tested for accuracy by seven separate check studies. It

proved extremely precise (Exposure actually understated by 3%).

Now, The Saturday Evening Post can report the results of the first Ad Page Exposure study — done by Alfred Politz with a national sample of over 12,000 people. We can give you, in this space, only the high light:

*Alfred Politz proves that, in an average issue, your advertising page is exposed to the readers of The Saturday Evening Post over 29,000,000 times.*

*That your advertising page in a single copy of the Post makes 5.8 such customer contacts.*

For each exposure, the cost to you is less than one-twelfth of one cent.

We will deal further, in later reports, with other significant aspects of these findings. Meanwhile, for more details, please call your Post salesman or write to the Research Department, The Curtis Publishing Company, Independence Square, Philadelphia 5, Pennsylvania.

**NOTE TO OTHER MEDIA:** *Because of the importance of this new study, its techniques and methods will be made available to any medium wishing to apply the measure. This information will be furnished as soon as complete data are published. And we assume that the standards of the Advertising Research Foundation will be met in using it.*



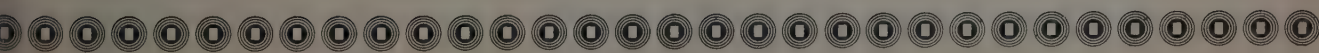


**ABC (1914)**  
**AUDIENCE (1939)**  
**READING DAYS (1956)**

**NOW!  
AD PAGE  
EXPOSURE**



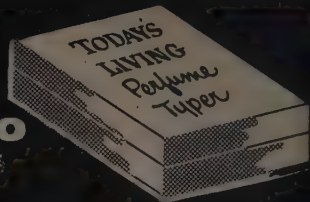
Sell the POST  **INFLUENTIALS** - they tell the others!



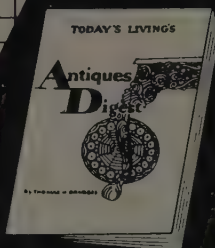
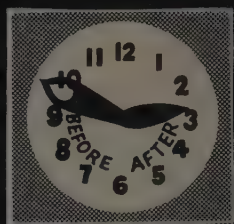


# GRAPHIC TRAFFIC

**12,000**  
PERFUME  
SETS  
@ \$2.00

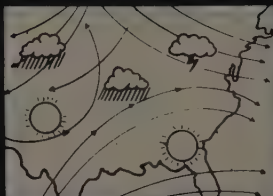


**10,000**  
CHILDREN'S  
CLOCKS  
@ 25¢



**6,000**  
ANTIQUE  
BOOKLETS  
@ 25¢

**3,800**  
WEATHER  
MAPS  
@ \$1.00



**3,500**  
CHILDREN'S  
PRINTS  
@ \$1.98



**2,800**  
FLOWER  
PRINTS  
@ \$1.00

These recent editorial mentions in the Herald Tribune built up \$41,530 worth of response!...first class proof that the Trib audience is most resultful. Get all the facts about the NEW Herald Tribune...discover how it delivers the top part of the New York quality market—where *quality buys quantity . . . at a profit!*

NEW YORK

## Herald Tribune

TODAY'S *VITAL* NEWSPAPER!

A European Edition of the Herald Tribune is published daily in Paris



## TIDINGS



## ay out

There'll be a new publication out in May called *Suburbia, And Other Pleasant Places*. This newspaper supplement, which *Family Weekly* has planned, reminds us of a title we once considered: *Euphoria, And Other States of Well Being*.

## E's IOU

You may recall that in a special series last summer we explored baffling personnel problems faced by advertising agencies, e.g., the care and feeding of copywriters, account executives and salesmen.

Well, it seems that Nathaniel H. Sperber, vice-president and director of public relations of the Boston advertising agency, Chambers, Wiswell, Gifford, Clifford & McMillan, Inc., has some thoughts on this ticklish subject.

The results of his contemplation inspired Mr. Sperber to compose a special want ad for what he terms "The Perfect Account Executive." For all beleaguered account executives everywhere (and their supervisors and clients as well), here are the requirements dictated by Mr. Sperber (if you can't fill them, don't write):

He must have the foresight of a prophet, the initiative of a mink and the endurance of a Dulles. He must be on the job bright and shiny before 8 a.m.; work all day; lunch at his desk; come at a car-hop drive-in and be brilliant that evening at the client's board of directors meeting. Of course, he must be on the job appearing fresh the next day.

Obviously, he must sleep in flea bags

and eat hamburg in heavens to keep his expenses down.

Personable and amiable, he must be prepared to pamper clients' wives and girl friends, and at the same time interest the client's secretary without ever being considered pushy.

Although he must work 36 to 48 hours at a stretch on emergency occasions of clients, he must always appear as though he had just come from Brooks Brothers, sans B.O., sans sweat.

All things to all men—and women, he must be a model husband, an Eisenhower Democrat, a Taft Republican, a Dixiecrat and a Single Taxer, all in turn and on occasion at the same time.

An expert on electronics, avionics, mathematics and the Quantum Theory, our man must be a sales expert, a copy writer, an authority on art and have the newest phraseology in psychology and MR.

He must be able to solve, in five well-chosen words, problems created by clients after 50 years of hard work and indolence.

In addition to promptly filling out in great detail all new reports and questionnaires and answers to office memoranda dreamed up by his own management group, he must attend all his clients' dealer meetings; local, regional and national sales meetings, company



outings; funerals of executive's and clients' big customers and look for new business.

He must have an attractive wife, attractive home, expensive car, children at expensive schools and a ready hand for every tab without annoying his own management about such things as allowances and expenses. His hobbies should include Bach fugues, office politics, corrective jazz, slalom racing, water skiing, skin diving, losing well

at bridge, poker and golf, Irish jumpers, Rhodesian Ridge Hounds and long-legged redheads, blondes and brunettes.

## Max speaks

Manhattan's Premium Merchandising Club invited us to Toots Shor's restaurant for one of its monthly meetings to hear Max Sackheim give a running critique of some well-known print advertisements.

Since Mr. Sackheim is a man who speaks with the perspective of one who knows which ads work (because of his pioneering in direct mail techniques of testing ad effectiveness), we were pleased to attend.

While Mr. Sackheim commented on various ads, his wife projected slides of them on a screen. His remarks were neatly divided into two parts—the first, negative; the second, positive.

First Mr. Sackheim cited ads that struck him as a "foolish" waste: automotive ads with flossy illustrations and copy that could be changed from one make to another without loss of continuity; cereal ads using art that said nothing about cereal benefits; industrial ads using animals (and copy about animals) to illustrate basic mechanical selling points.

In all cases Mr. Sackheim seemed to think that these ads were imaginative (maybe even award-winning stuff), but not examples of effective advertising.

Flipping his opinion as he coined it, Mr. Sackheim turned to show just how effective some ads could be. Mrs. Sackheim busily flashed ads depicting bold headlines with price appeals for investment spending, and Max alluded to them in glowing terms. A bank's ad offering premiums for opening a new account was shown. An ad for early retirement investing was projected on the screen, and Max spoke out in its behalf. Then a four-color skillet ad loomed up and Sackheim all but said, "Ummm boy, don't sell the skillet, sell the sizzle."

As we took in this entertaining panorama, sitting there on Toot's third floor,



watching the tide of approbation rise and fall on the crest of one man's opinion, we couldn't help but wonder. Where, oh where was the "science" of testing advertising effectiveness? Where was the leavening influence of one single sample of which ad "pulled" best? Where, in fact, was anything but the unsubstantiated criticism of an ad tester turned sandlot critic on a busman's holiday?

## Matchless

Harking back to something we believe is taught, more or less, to many copywriters, we were appalled to see a definite lack of it evident in the current "Confidence In a Growing America" campaign of the Advertising Council.

What we refer to is "reason why" copy. On each match book contributed by the Universal Match Corp. is the terse legend, "Help yourself-BUY-Help America." The reverse side has the simple legend: "BUY for Prosperity."

Now certainly buying at a receded time like this is a noble action, and these match books do tend to set the tone of nobility since they are free. Nevertheless, none of this message gives us a reason for buying even though we realize a complete *raison d'être* is hard to put on just a match book.

## Hands up

If you've been following them, you probably are as amused as we are by the latest TV commercials for automobiles. We have heard that for *no extra cost whatsoever* (providing we buy the car, of course) we can get several features *free*. To name just a few: Direction Lights! Heaters! Gunsight Fender Ornaments! We are disappointed, though. Nowhere did they mention the steering wheel.

## Pop

We knew it would spread. A few issues back we described how Anheuser-Busch mails Bud 45 rpm recordings of Bud's radio jingles to distributors and wholesalers. Now we are in receipt of a 33 rpm album from Pepsi-Cola, entitled, "Words and Music to Sell Pepsi by . . ."

## Steверino

Is that vanishing American, the TV comedian, coming back? Or is he, as a good many think, a dying breed? These questions have plagued us since all the recent talk about Berle coming on for Kraft this fall, Ed Wynn due for a few turns and Gleason's rumored conversations with Chesterfield.

To check up, the other day we vis-

ited one funny man who somehow managed to survive the ratings slaughter, Steve Allen. Allen, it turns out, has some views on the comedy prob-



lem and whether comedians should (or should not) do commercials as well as make with the laughs.

From what we can tell (Allen is a very cagey fellow off camera), the comedian doesn't think the return of some of his colleagues comprises a trend.

"As I see it," says Allen, "the old type of comic is headed toward extinction on TV. There's no training ground for them any more and even the social atmosphere is changing.

"I'd like to say that comedy is a big trend in TV. But I can't. I don't think comedians will ever return to their situation in the early days of TV.

"Probably the future of the stand-up comedian, the one who can't risk overexposure, is a limited number of special shows each season."

How does Allen feel about comedians' doing commercials?

"Well, you know in *The New Yorker* they said it's a shame I have to do commercials because it's a waste of talent.

"I don't go along with that of course, particularly since my case is different



from that of a Berle or a Jerry Lewis. I'm more an offbeat type—sort of an emcee comic. But suppose you take Jerry Lewis. He's a great comedian. But he's presented as a nut. And a nut can't sell you anything. It seems to me that the Jack Parr kind of salesman-comic is an example of the future."

Since we've always thought of Paar as the Organization Man's Comedian, we asked Allen what he meant. But Allen just looked pained—as if his wife had dinner waiting for him. So we left, wondering whether we knew any more than when we came in.

## Wood's elegy

As you may have guessed, we are addicted to advertising lore, as well as advertising present and future. For this reason, James Playsted Wood's new book, "The Story of Advertising" (Ronald Press, New York), fascinates us both for its historical ramblings and pointed prophesy.

He starts way back with the scribes and shop signs (see Tidings, issue) and traces the growth of advertising's many forms right through television.

Although the gap between McClure magazine and motivation research would seem to be an insurmountable one, Wood overcomes this and bridges the hiatus entertainingly.

He reproduces the old Sapolio and Lackawanna Railroad ads, which were sing-songingly versed so that each stanza always ended with rhymed off words—"Sapolio" and (of all things) "Anthracite."

Let his reader get bogged down too much Mark Twain-type atmosphere. Wood also recounts outstanding advertising benchmarks. He tells us that Henry Ford marketed the model T with a monumental teaser campaign and how George Washington Hill's Lucky Strike sold cigarettes by knowing sweets.

The book contains much fun in fact, so we're willing to overlook the point (which the publisher overlooks in the book jacket on Wood) that: the author works for Curtis Publishing and "The Story of Advertising" doesn't exactly ignore Satevepost. But after all, the Post is an historically significant book.

Not all of Wood's comments deal with antiquity, however. One in particular, from a footnote on page 4, even seems a prophesy:

"There is another fear that sometimes grips advertising men. Some of the sated customer, surfeited to his discomfort with all the goodies he has been able to swallow and all the subjects he has been able to cover with down payments, may be able to take no more. . . . Soggy with repletion, he may want only to lie down and sleep it off."

## Snob appeal

One of our Southwestern cynics recently sent in a newspaper clipping that wins our nomination for Ad of the Month. The ad was placed by the past master of one-upmanship retailing, Dallas' Neiman - Marcus department store.

The illustration shows two Graubauer-Prix-clad children in an electrically powered four-passenger car that "speaks along at six mph." There's a built-in battery charger, puncture proof tires and even an ignition key. Furnished in choice of red, blue or yellow, the price is \$295 (two week delivery) plus \$16.95 for the optional sports car outfit.

Heading on the ad: "You Auto-Now!"



# Advertising's role in the credit crisis



*Alan G. Rude, president of Universal C.I.T. Credit Corp., a wholly-owned subsidiary of C.I.T. Financial Corporation, has spent his entire business career with C.I.T. As head of the nation's largest independent auto finance firm, he has helped finance at retail more than 16,000,000 automobiles. He is an authority on sales financing as it is related to automobile merchandising.*

Have advertisers pushed instalment selling too far—or not enough? What can they do to improve the use of credit as a sales tool? Here are the answers in an exclusive interview with Alan G. Rude, president of Universal C.I.T. Credit Corp., a subsidiary of the C.I.T. Financial Corp.

**Mr. Rude, what do you think of BBDO's Charles H. Brower's statement that advertising and instalment credit join hands to make consumer buying easier?**

I believe that good advertising creates a desire to own better things and achieve a better standard of living. But advertisers overlook one very important ingredient here, that the chain should be: advertising, sales and credit.

While advertising can create the desire, someone has to make the sale and then credit can go to work to make ownership possible. Credit is no more than a tool. Unlike advertising it doesn't ask people to buy; only makes it easier.





**"Advertising can whet the appetite and credit can close sales; but in between you need salesmen to move the cars off the floor."**

**Could credit be used more imaginatively in advertising and selling?**

As far as credit playing a bigger part in promoting sales of automobiles and appliances, I think that credit has generally been used to the fullest in these fields. In fact, I have seen substantial evidence that frequently, credit and terms are sold rather than the item. When you visit an auto showroom you're interested in looking at cars. The salesmen so often talk about credit rather than the auto itself. That gets back to fringe selling—we need more product selling these days.

**Mr. Rude, do you believe we could upgrade our advertising to make credit more palatable?**

I feel that credit, and particularly instalment credit, is universally accepted as a means to the acquisition of all things that make for better and more enjoyable living. I don't believe that people consider instalment credit as immoral or against the Christian ethic.

When people borrow sensibly, that is not past their limit, they are being both honest and fair with themselves. I don't believe we'll ever return to a society in which people save the full price before buying a car.

In fact, last summer when I was in Europe, I spoke with auto manufacturers and they envision instalment buying taking hold there. They see the French bike rider driving his own car.

**Besides auto and appliance financing, do you see American business extending credit into too many fringe areas?**

I personally feel that credit, like many other things, eventually seeks its own level. Personally, I hold that credit properly used to purchase items needed for comfort or improved living within the person's capacity to pay, is sound; but the over-expansion of a credit system is equally unsound.

I might say that there are some items that I think a person would be well to pay for on a day-to-day basis as a matter of self-respect, such as having his shoes shined, his hair cut and other personal matters.

**Is advertising in any way to blame for lower auto sales?**

No, the fault doesn't lie with advertising but with selling in general. Too many auto dealers grew up after World War II and they just don't know how to sell in tough situations. Sure, advertising can whet the appetite and credit can close sales; but in between you need salesmen to move the cars off the floor.

**How, then, can we increase auto sales?**

By "selling the steak, not the sizzle." There's too much talk about everything but the product, in this case—auto. If you're producing and advertising a well-made car with good driving features, then market and sell it that way. We've gotten to the point where we sell the fringe items and gadgets, not the auto itself.

**Basically, Mr. Rude, what's wrong with auto sales?**

I believe there has been a tendency on the part of some people to repay their debts without incurring new obligations. Conversations about the recession, unemployment and related factors have made people more cautious in their buying habits. It has caused them to stop, look, and listen, and where under normal conditions they may have been willing to go ahead and buy, they now say: "Let's wait a little while and see what happens."

**What's wrong with today's auto financing?**



void substituting "crazy - term" auto sales tactics. First of all, this is a problem which affects the entire industry. Any resort to excessively low maturities, or hidden gimmicks accomplishing the same ends, encourages the demand for hurriedly prepared legislation which can unduly restrict normal merchandising policies.

Nor does a pattern of crazy terms add up to good business for the individual dealer. An increased number of repossessions inevitably results and the resales take otherwise good prospects out of the dealer's market.

Even without repossessions, overly extended terms remove customers from dealer's prospect list for too long a time—possibly for good, because of the intimate dissatisfaction with the retailer's recommended deal.

**Do you support the view that lower credit terms might stimulate sales?**

No, I don't. I'm continually telling auto dealers that first sell the cars and then arrange credit terms. Too often, inept salesmen think that present instalment rates hinder rather than close a sale. That's not the case. Most people find credit rates accommodating and flexible to their needs.

**What part is credit taking in "You Auto Buy Now" weeks?**

These special promotions are having a beneficial effect. More important than any business they might create is the fact they are teaching auto salesmen how to sell, many for the first time in their lives. As far as credit, I don't think it needs further promotion. Of course, we at C.I.T. are keeping our branch offices open later at night and doing everything we can to help sales. Above all we tell auto dealers to sell their cars first and credit second.

**Could credit lift the all-important and pivotal auto industry out of its slump?**

The question of instalment credit is closely related to confidence and when confidence has been restored, people do not have too much reluctance in using their credit to make purchases. But basically, instalment credit for consumer goods can serve as nothing more than a first-class catalytic agent.

**C.I.T., besides retail financing, also handles paper for 7,000 dealers. Do you find dealers having difficulty meeting their debts?**

Auto dealers are having a real tough time this year. A number have gone out of business voluntarily and others involuntarily. There are a substantial number, however, who are crediting sales and also reducing their inventories to the point where they can meet their payments. Naturally, they are not re-ordering as heavily.

**How will current 800,000 new car inventory affect next year's line, reportedly being introduced in September this year?**

We know, of course, that dealers are experiencing difficulty moving inventories. Should they be left with a large inventory of '58 models, it will restrict their ability to move aggressively 1959 cars when they appear.

**Would the suggested price-cut on autos help reduce the inventory level?**

Of course, an across-the-board price cut will always have a tendency to stimulate movement of any commodity and I think it would be particularly beneficial in the auto field. Also, the reduction or elimination of excise taxes or a reduction in personal income taxes would also stimulate consumer buying and have a salutary affect. ■



**"While advertising can create the desire, someone has to make the sale and then credit can go to work to make ownership possible."**



# THE WOMAN'S VIEWPOINT®

by Dorothy Diamond



## European vs. American flight

In advertising, European airlines have claimed that a transatlantic flight can be fun and that one enters the atmosphere of a foreign country as soon as one boards the plane. To the tourist passenger, who knows that he is going to sit for long hours in a small space, this sort of gambit may seem well nigh incredible. However, as I found on my recent trip to Europe, it is definitely based upon fact.

I took a foreign line over and a U.S. line back, thus encountering two different philosophies of travel. The contrast was sharp. On one flight we were pampered guests. On the other, the essentials (safety, speed, efficiency) were there, but little was done to impart a holiday mood.

A Swissair DC-7C, it was apparent soon after we left Idlewild, is managed like a fine Swiss hotel. The whole operation runs smoothly and unobtrusively. The service is superb. And the cuisine (presented on attractive white china) is excellent. As a result of the comforts and amenities that were provided, to my surprise I enjoyed the trip instead of looking upon it as a necessary evil.

(On short Swissair flights over the Continent the same standards prevailed. Refreshments were always served, newspapers were offered—but, please, we'd like more European Herald Tribunes—and the gum-candy tray appeared at every ascent and descent.) Coming home via Pan-American from Brussels was a different story. I found the ground crew in Brussels extremely helpful and courteous. But the flight itself was no more glamorous than an overnight coach ride to Florida. For instance, dinner was adequate but by no means thrilling. It came on plastic plates and aluminum foil trays, which instantly subtracts from appetite appeal. The senior stewardess who got on at London knew her job but was less than charming about doing it. (Other travelers lately have complained about the snippy attitude of

U.S. hostesses on both international and domestic flights.) The gum-candy tray did not appear at every descent and my ears suffered accordingly.

Among things I *did* like were the music which played as we went aloft and came down, the informative announcements over the p.-a. system and the excellent packet of company literature. Also the smoothness of the flight and our arrival home a half hour ahead of schedule.

The difference in foreign vs. U.S. travel has been epitomized in the battle of cold sandwiches for the economy run. (Amusing to outsiders, but participants have taken it seriously.) Partly to meet competition, partly because it's innate to their tradition of hospitality, European airlines insist upon expressing their artistry and upon giving better service than is required. Americans, on the other hand, tend towards a less luxurious and more utilitarian approach.

The better way? I guess my sentiments are obvious. Like most people, I like to live it up—even in the air. I think that our U.S. transportation industry should continue to uphold its reputation for efficiency but could also borrow some of the graciousness and aim-to-please attitude of foreign lines.

## Four ideas for airlines:

1) Print or stamp the address of pertinent European airline terminals on either the passenger's ticket or accompanying envelope. (It's disconcerting to start researching this when a train-plane connection is tight, one's Berlitz efforts are not going over and the taxi driver is ignorant of the destination.)

2) Locate more airline terminals right in the railroad station, as is done in Zurich. (Here the twain are practically next door to each other, which means a gratifying saving in taxi fare, tips and energy.)

3) Copy the procedure of Alitalia, which conducts a rolcall of passengers

in the limousine to make sure that everyone is present.

4) Number Four may be impracticable for reasons of space and so I offer with some hesitation. But, if there's anything a woman hates, it's to sit all night in a dress that she's going to wear the next day. (This is one time that she actually does look as though she slept in her clothes.) In a recent Vogue article describing how a Dutch executive travels, I read that on lengthy flights Mme. Luling changes into slacks which she carries in her hand luggage. I have thought of a similar solution and wonder: would it be possible to provide smocks for women passengers like the ones beauty parlors supply their customers?

## Of child-rearing and color TV

I visited the home of a prosperous Belgian businessman and was struck by differences and similarities between their way of life and ours.

His five children receive no pocket money, never buy cereal for premium, seldom see the inside of a restaurant, are thrilled if they get any store-bought clothes. They make breakfast every day for their parents and also cook other meals. In fact, I gather that one of the objects of raising a family in Belgium is to acquire a built-in service corps.

The upstairs living room of the town house was dominated by a rustic room type of bar and an enormous television set in blond wood. Husband and wife eat their Continental dinner in front of it every night. Our host had paid \$600 for his set—a lot of money in a country where the average weekly wage is \$30—and could not understand why, with their high standard of living, Americans balk at paying a comparable price for color TV. Could it be that U.S. manufacturers have failed to exploit the possibilities of our market?

## Found in Europe—feasible here?

- Spick-and-span white blanket covers which are changed for each new occupant, in all the better hotels.
- An illuminated sign at the end of a railroad car that lights up to say "occupato" when the bathroom is in use.
- Trimly styled Swiss baby carriages which in size bear the same relation to American ones as the Goggomobile does to the Lincoln.

# The upheaval in gasoline marketing

Calso's new brand name in the east, Esso's midwest invasion & Carter Oil's expansion, highlight the transformation of gasoline advertising & distribution strategy across the country. Here's what the changes will mean to national and regional media and why.



Until now most gasoline companies have stuck to a familiar selling pattern. They bet their ad budgets on additives and higher octane fuels. Of course, sales grew as the number of passenger cars in use increased from 48,000,000 in 1953 to nearly 56,000,000 last year. The suburban trek, the nationwide highway building program and the hitherto dynamic economy pushed gasoline consumption to nearly 57 billion gallons, a 12 billion gallon gain in five years. Gasoline and oil purchases last year were about \$17 billion.

Today, though, the sales picture isn't quite so bright: Many major gasoline companies forecast increased consumption but at a somewhat slower upward climb. Sametime, gasoline advertisers are considering a change in marketing strategy.

To get larger sales they are begin-

ning to invade new territories and, of course, compete with existing regional leaders. Moreover, expansion of existing dealer outlets means heightened marketing competition and new advertising strategies, even changes in existing brand names and images.

Over the fortnight, the future marketing strategy began to emerge: the "silent penetration of new markets" which means a new round in the gasoline marketing war.

This week, California Oil Company, a wholly owned subsidiary of Standard Oil of California, made an important move in this new marketing direction.

Twelve-year-old Caloil, with 2,100 retail outlets in a 12-state eastern territory (six New England states, three middle Atlantic states, Delaware, Maryland, Virginia and Washington, D.C.)—began advertising a change in its brand name and symbol from the familiar Calso to the red-white-blue Chev-

ron, symbol of its powerful parent, Socal.

Significantly, the switch binds Caloil more closely to Socal's over-all marketing family. The eastern subsidiary, though remaining entirely independent, hopes to glean any sales and promotional advantages which go along with resembling Socal.

Though Socal does not divulge Caloil's sales volume, trade sources estimate that the eastern marketer never ranked as a leading contender with the other 12 major gasoline companies in the multi-billion-dollar east coast market. Yet, industry insiders are quite sure that Caloil's brand change, combined with an increased advertising budget (upped from \$1,200,000 to \$2,000,000 a year), will add immeasurably to the competitive eastern market.

Equally significant are recent maneuvers in the market by Standard Oil



of New Jersey, the nation's second largest industrial company after General Motors. Jersey Standard, limited by the Supreme Court's 1911 decree dissolving the former Standard Oil empire, is eying the still booming gasoline markets in the midwest and west coast.\*

Jersey Standard's marketing subsidiary, Esso (already entrenched in the east) has created a "tight little island" in the midwest (300-mile radius of Chicago) as it acquired three independents—Pate Oil of Milwaukee (spring, 1956), Chicago's Oklahoma Oil (fall, 1956) and last month, Gasateria (also in the Chicago area).

Thus, Esso is solidly entrenched with a 600-dealer chain in less than two years without building a single outlet. What's more, it now competes with such regional leaders as Standard Oil (Indiana), Continental Oil and Phillips Petroleum.

Meanwhile, Esso's growing pains continue westward as it has spectacularly taken Carter, its Rocky Mountain subsidiary, into Washington and Oregon. Some 150 Carter stations will operate in these two states by mid-year. More significantly, industry insiders think Carter's flanking move is really aimed at auto-conscious California with its six billion gallon annual gasoline consumption (billion more than Texas, the second largest consumer).

With Humble (88% owned by Jersey Standard), also rumored to have growing pains and considered to be moving

out of its Texas stronghold, Esso will have forged a coast-to-coast chain.

Meantime, other majors have embarked on expansion programs—Phillips with its "March to Maine" plans to push dealerships up the eastern seaboard from its present Virginia position. National gas marketers such as Cities Service, Socony-Mobil, Shell, and Texas already are discussing ways to fight these new challenges.

In the move to mold more national marketing and distribution organizations, gasoline majors have pinned their future hopes on the creation and acceptance of stronger brand images.

Socal's president T. S. Petersen explains Caloil's switch to the Chevron name this way: "We are standardizing brand names identifying our products and our dealer establishments in all regions . . . so that motorists across the U.S. would have no difficulty in identifying our products regardless of location."

Esso seems to have the same thing in mind. Take the familiar oval-shaped Esso signs, the red-white-blue colorings, the use of "servicenters" rather than service station and you have various subsidiaries, Carter, Oklahoma and Humble, resembling Esso's eastern stations.

Due to the 47-year-old Supreme Court decree, Esso must refrain from giving nationwide corporate identity to these marketing subsidiaries. Moreover, this restriction, as with Socal, Standard Oil of Indiana and other past Standard Oil holdings, means the brand image is more important than ever. As one gasoline marketer put it, "You sell brand A in New York and brand A in Ohio; the law says you can't sell under the same corporate name so you have to make your brand image appealing

enough to travel from one area to other."

With families spending 20 cents of each vacation dollar, for example on gasoline and oil while not being able to taste, touch and feel the product, some advertisers maintain brand image and other promotional approaches must carry the entire sales appeal.

Just how successful oil companies expect to be with their complete adoption of mass brand image advertising promotions is still another question. Though marketers plaster their service stations with company symbols, use the same standard on billboards, print media, credit cards and countless giveaways, many oilmen feel doubtful about the results. Basically, they find motorists caring little about individual brand or brand image.

Here's what DuPont's petroleum chemicals division discovered when they interviewed 2,000 motorists about gasoline buying patterns: "Seventy percent say that the major brand of gasoline tend to be alike, and 24% that they are different . . . most drivers the service station, rather than the brand of gasoline sold, is the key factor in establishing the pattern or channel of their buying behavior."

"In fact, it appears that only 10% of all drivers are brand loyal pure and simple in the purest sense. These are drivers who perceive the brands of gasoline as being different and one of the brands as being best suited to their particular needs."

Interestingly, the DuPont study followed by several months a report issued by the Chicago Tribune (Tribune, February 8, 1957). Here, the Tribune in discussing the results of its motivational study on gasoline buying habits said: not surprisingly, most companies aren't getting nearly all they should out of these symbols. Symbols of strong points of identification with companies and should be given more attention.

Further, the Tribune points out only two out of 10 symbols were found to possess both recognition and positive meaning. Socony-Mobil's flying horse, along with being highly recognizable, suggests strength and vitality. Standard of Indiana's burning standard against a background of red-white-blue stimulates pleasant thoughts of Olympic games and patriotism.

These marketing tips indicate that peripatetic Americans are slightly reverent in their gasoline buying habits. On this, the DuPont study indicates "bad experience at a service station selling a particular brand may influence

\*This decree affects all former Standard Oil companies and limits their marketing activities to specific geographical areas. However, Standard Oil of California, for example, can operate in other areas such as the east coast as long as it does business under a different name. Other major marketers: Standard Oil of Indiana, marketed in east as Amoco (American Oil Company) and in Rocky Mountains as Utoco (Utah Oil Company). The wholly owned subsidiaries legally circumvent the Court's decree by using brand names and symbols (i.e., Chevron) that are like the parent but in turn, they never mention the corporate tie-up.



*Chevron ads will feature little about technicalities*



## Future gasoline battlefronts

**Carter's invasion will pressure:** Richfield, Shell, Socony, Standard Oil (California), Texas, Tidewater, Union.

**Esso's move pressures:** Cities Service, Continental, Gulf, Phillips, Pure, Shell, Sinclair, Socony, Standard Oil (Indiana), Texas.

**California Oil and Tidewater regroup to pressure:** Amoco, Atlantic, Cities Service, Esso, Gulf, Shell, Sinclair, Socony, Sun, Texas.

the motorist to avoid other stations marketing the same brand."

Moreover, oil men recognized in their private studies that last year's attempt to give motorists a technical education in the jargon of a chemist or mechanical engineer was hardly satisfactory.

In fact, several majors have reversed their advertising tactics from technical to more readable ads, with emphasis on creating a stronger brand image.

Caloil, for example, as it embarks on its Calso-to-Chevron switch, will talk little about gasoline power and technicalities—additives and premium advantage. Instead, Caloil (through BDO) swipes at what it considers the heavy-handed gasoline oil ads. Ads, especially TV spot commercials, will use "Hi Finn," an animated character, who speaks on car care, lubrication and everyday matters of concern to the average motorists.

Still other marketers have taken their advertising message to the nation's summer vacationist. Texas, for example, plans an eight-page, full-color insert in Look magazine to stimulate vacation trips by car.

Nonetheless, technically oriented ads in most cases have taken a back seat to ads with more subtle and understandable tone. The race toward higher octanes (now averaging 98.5) gets less prominence in this season's ads. More or less, gasoline companies are convinced that brand loyalty and brand image are not courted with technical talk.

Additionally, as the Tribune puts it, "Current ads [last year] don't provide the consumer with basis for the personal judgment he'd like to exercise. Gasoline companies shout about such attributes as TCP, MC 4, Petrox and Power-X. These terms pass right over most consumer's heads." Or, as the Tribune found in an earlier study on automobiles: "only a small minority of drivers know how their cars work!"

On the other hand, not all gasoline majors have broken with technical promotions and "scientific" language. Companies with three grades of gasolines, especially, continue to push this additional brand with ads that rely on copy often obscure to consumers.

Another notable exception finds

Tidewater Oil also heavily advertising technical advances as it readies a market resurgence on the eastern seaboard where it has less than 4% of total gasoline sales.

In 500-line ads, which appeared in 250 eastern newspapers earlier this month, Tidewater challenged other companies to an octane race—for both premium and regular gasolines.

Tidewater's advertising—embracing radio, newspaper, Sunday supplements, outdoor posters—draws attention to the company's new Delaware refinery. However, most marketers wonder if Tidewater can increase prestige and sales with statements that have generally boomeranged for other companies.

Many companies have been applying new and varied promotional tactics, all in keeping with the volatile situation soon to erupt as regional and national marketers meet head on.

Perhaps the cleverest strategem is the formation of credit and charge plans. Taking their cue from utilities and department stores, many market leaders have developed national credit chains.



# new...

A new kind of detergent oil that works as clean as it looks.  
New Gulfpride Select. Never before an oil so clear, so pure,  
so light in cleaning and protection... and it won't break  
down... even under the most severe driving conditions.



This spring change to

new Gulfpride Select



## Gulf's campaign—few technical words.

One marketer puts it this way: "We like to consider buying gasoline on a par with monthly utility, telephone and department store statements. Customers can figure their gas, oil and other auto expenses as a fixed expense."

Texas Company, for example, reports that credit sales last year accounted for more than \$300,000,000 sales among its nearly 2,000,000 charge customers.

Says Socony-Mobil's domestic marketing director V. A. Bellman: "They (Socony) maintain a retail credit business of 750,000 accounts and on any given day have about \$15,000,000 of retail credit business outstanding."

Moreover, Socony entices charge customers with these typical advantages: credit card is honored by more than 34,000 dealers in 31 states and good for your boat and airplane, too; honored for service station accessories (tires and batteries) which can be purchased on extended terms—three or six months, with no down payment or carrying charges.

Additionally, marketers agree that charge plans, with their personal wallet-sized identification cards, provide a definite merchandising appeal. It gives customers, they say, "a secure feeling and makes them more loyal customers."

Esso points out that 24% of all its dealer gas volume resulted from credit sales, with an average 11.7 gallons bought on each transaction.

Interestingly, Esso notes, in a confidential company report, that the percentage of its credit customers who buy premium fuels (67%) is almost double the number of customers who prefer regular (33%).

Conversely, Ethyl Corporation indi-

cates that in total national gasoline sales two gallons of regular are bought for each gallon of premium. Some insiders interpret this relationship of cash to credit sales as evidence that credit customers should definitely be wooed.

DuPont comments this way on credit: "It has been shown that credit is one of the factors in leading a driver to establish a pattern of patronizing a particular brand station. It follows that a petroleum company could use its credit card as a tool in getting more drivers to establish a pattern of utilizing its service stations. Nineteen percent of the motorists have one or more credit cards, 6% having more than one... It would thus seem that there is a tremendous untapped source of potential credit card holders available for marketers."

Credit has even taken on some novel twists: Skelly, a strong midwest marketer, has a special women's credit card to keep track of purchasing activities of women motorists.

For all its promotional and sales benefits, credit has its drawbacks. One national company, processing 1,000,000 invoices each month, employs an additional 82 employees to handle the load, besides renting 50 billing machines for \$10,000 a month.

In dollars and cents, maintaining charge systems costs nearly 2¢ for each gallon purchased, a hefty margin to absorb, particularly with the major marketers already under extreme pricing pressure from private brand dealers. Sametime, most private branders enjoy a normal 2¢ a gallon price spread. Thus, majors, with their costly yet sales-producing promotional know-how, find themselves being squeezed by rising operating expenses.

On the other hand, private branders have made inroads in many regional and local markets as is the case in New Jersey where estimates show that 15% of the state's annual two billion gallon consumption is siphoned by the independents.

Though independent marketers started in post World War II years as one-stop operations in competition with the national giants, many are now solidly and dignifiedly entrenched as fully integrated regional companies. In fact, some like the midwest's Speedway (750 outlets), Los Angeles' Wilshire (500 outlets) fully challenge and are as well known as the majors.

Using retail tactics found so effective to appliance discounters—self-service, budget promotions, plainer service stations—independents keep operating expenses fractionally lower than the majors.

ESSO RESEARCH works wonders with oil

New toys that play for keeps because of oil



When it comes to fuel, a better quality of fuel is the key to better performance. Esso Research works wonders with oil. It's the reason you can get more miles out of your tank. It's the reason you can get more out of your car. It's the reason you can get more out of your life. Esso Research works wonders with oil. It's the reason you can get more miles out of your tank. It's the reason you can get more out of your car. It's the reason you can get more out of your life. Esso Research works wonders with oil.

## Esso switches to by-product theme.

Nevertheless, some industry leaders maintain that independents also tend to maintain a long-range basis to steady the market. Private branders such as Pacific Petroleum and Gasateria (all present part of Esso's midwest dealer chain) became strongly established in local markets before being absorbed. Generally, the pattern resembles the market-to-market expansion by supermarkets. That is, buy your way into a market. Or as one marketer puts it, "independents are like shock troops; they do the initial local leg work and make it easier for the majors to edge their way into a new market."

Paradoxically, independents offer other advantages to major marketers: they serve as an outlet for surplus gasoline stocks. Though some majors (Continental Oil and Sun) refrain from selling independents, others supply their own dealers and then slyly sell to private branders. This is not unlike appliance merchandising where manufacturers would condemn price-cutters at the same time serve as prime discount sources.

Just how the all-important consumer looks at pricing and the usual results of price wars is clear in the DuPont study: "Even though leaving their regular stations or brands was involved, 40% of the respondents were disposed to take advantage of a price war."

"It appears that motorists who had had little experience with price wars would feel that they could save by taking price reductions, whereas those motorists who had more experience found that the saving in money did not offset the sacrifice of convenience, friendliness and superior service they felt they got from their usual stations."

## Mike Hughes visits . . .

*Chris Witting*

A decade ago Desi Arnaz came to the then DuMont TV network with the idea for the "I Love Lucy" comedy series. It might have cost \$25,000, but Chris J. Witting turned Desi down: "He will never get off the ground."

At New York's Pinnacle Club the other day Witting, vice-president and general manager of Westinghouse consumer products divisions, announced that after nine years "Studio One" will be replaced next fall on CBS with certain efforts of Desi Arnaz. This weekly series embraces (1) a new one-hour Westinghouse Desilu Playhouse, with Desi playing host to a lot of luminaries, and (2) seven one-hour special shows starring Desi and Lucy.

As compared with \$7,000,000 annually for "Studio One," the new package, through McCann-Erickson, will cost Westinghouse a reported \$11,000,000. Each "special" in fact will come to nearly \$500,000. The Arnazes will help with Furness and John Cameron Swayze with commercials, and Desi sets out on, with Chris Witting to tour Westinghouse plants.

Though Westinghouse is stepping up expenditures in all media by 10% this year to a total \$39,000,000, Desilu will take at least 30% of this. Three-fourths of all Desilu commercials and three-fourths of the \$39,000,000 promote the products which Witting's divisions sell: appliances, radio-TV sets, transistors, semiconductors (transistors, electronic tubes and the big broadcast of Wesco, formerly Westinghouse Electric Supply.

Chris Witting took his present post in November 1955. This was just after the start of a 156-day strike, which competitors used to usurp Westinghouse's place on dealers shelves and stores. Within six months after the strike ended appliance industry sales generally began to "soften." And hardly more than a year later the whole economy followed.

Yet Witting has been able to step up his divisions' share both of industry and of Westinghouse. In 1956 consumer products were 26% of a corporate volume of \$1.6 billion and in 1957 the share rose to 23% of \$2 billion. Thus in the face of all the problems that plagued the industry, Witting's people

in one year stepped up volume from about \$396 million to about \$462 million. Most progress has been made in white goods, followed by TV-radios, lamps, and transistors.

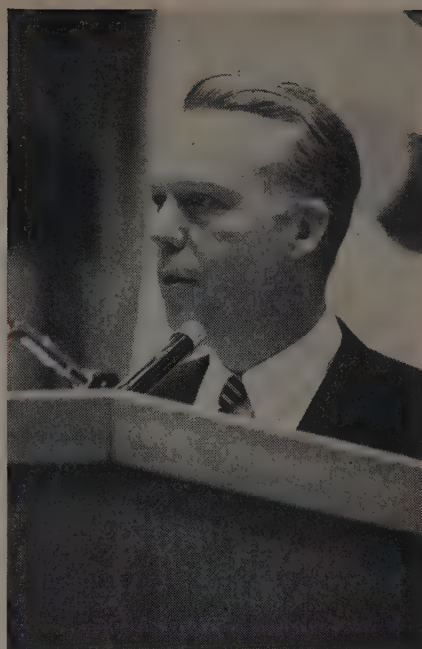
Two things which Witting did during the strike were to see to expenditure of \$15 million to redesign the whole appliance line, and to gear engineering-minded Westinghouse to hard selling.

"Today's salesmen," he recently told a group of utilities' sales managers, "have grown up in an era of 'pre-sell.' They simply don't know 'hard sell.' " He pointed out that industry declines in major appliances early this year ranged from 7.9% for ranges to 56.2% for automatic laundry equipment.

One Witting policy: "No more dealers than a market can support profitably." Total number of appliance dealers is being reduced from 13,000 to 7,500—but all of these will be full-line. At the same time, the company's salesmen have been turned from full-line into product specialists—for major appliances, TV receivers, room air-conditioners, vacuum cleaners and other lines. These specialists concentrate on helping dealers with *their* lines.

Chris Witting was born in Cranford, N.J., 43 years ago, to parents of Scandinavian extraction and modest means. He managed, among other things, to win a high school debating award, while working four early-morning and then four early-evening hours at the local post office. But he did more than "clerk." One year he had a contract to paint all the town's mail boxes; another to clean the post office. A third gave him a modest rake-off on special delivery mail.

He studied by correspondence to become an accountant, and after eight years of night school got a B.S. degree from N.Y.U. School of Business Administration. Meanwhile he worked daytime at Guaranty Trust Co. for \$60 a month. He also went in for law at Fordham University, but did not finish. Then joined the accounting firm of Price, Waterhouse & Co. Early in World War II he joined the Maritime Service and later became controller for a PW "account," USO-Camp Shows. Here he kept track of the expenditure of \$20,-



000,000 annually and of the 10,000 performers who entertained our armed forces. "I got a lot of experience," he says, "in selling people." After the war, he opened USO offices in England, France and Italy.

From 1947 to December 1953 Chris Witting was with DuMont TV network, most of the time as managing director. DuMont then had three stations of its own and a network of 65. Witting introduced to network TV such personalities as Sid Caesar, Imogene Coca, Jackie Gleason, Dennis James and Bishop Sheen.

The next two years he was president of Westinghouse Broadcasting Co. In this period Westinghouse acquired KPIX, San Francisco, and—from DuMont for \$9,750,000—the present KDKA-TV.

Last month the pocket log of Chris Witting showed: talks to shareholders at annual meetings in N.Y. and Pittsburgh, and back to N.Y. for a get-together with Canadians. Two visits each to the semi-conductor plant at Youngwood, Ohio, and to major appliance plants at Mansfield and Columbus, the last on product and sales planning. Lunch in Chicago with Montgomery Ward's president John Barr, a weekend with one group of customers near Pittsburgh, and a customer's meeting at Birmingham, Ala. Pittsburgh meetings of the corporation's management committee and the board of Westinghouse Credit Corp., and five days in N.Y. at month's end for the Board meeting, the signing of "Westinghouse Desilu Playhouse" and, among other matters, an interview at Union League Club with an editor of *Tide*.





## WHAT'S BEHIND THE AGENCY-CLIENT DIVORCE RATE

Despite general satisfaction with the business marriage, the admen on Tide's Leadership Panel find plenty of room for improvement. Their main gripes: arguments over money, lack of communication and disagreement over each other's initiative and output.

• Advertisers and agencies continue to play the game of musical chairs: in the first quarter no less than 52 major accounts changed agencies. One reason for the switches, of course, is the need for better client-agency relations.

The Frey study dramatizes this disquieting situation: more than one-fourth of all admanagers (handling budgets exceeding \$1,000,000) consider their agency account liaison inadequate. Sametime, over half of the agencies think their admanager liaison falls short of the mark (Tide-January 10).

At first glance, an appraisal of client-agency relations by Tide's Leadership Panelists—some of the nation's top admanagers and agency executives—seems to present a far more encouraging picture.

A substantial number of Panel members (39%) rate client-agency relations in their organizations as "excellent." Even more (44%) say such relations are "good." Only 14% of the admen complain that their relations with client or agency are just "fair," while very few (14%) admit to "strained" relations.

Taken at face value, these figures indicate that agency-client relations are apparently in pretty good shape. However, from their comments on specific aspects of client-agency relations (to give the Panelists a chance to speak freely Tide promised not to name

them), the admen indicate that in reality all, as you might expect, is not a bed of roses.

Significantly, most Panel members just don't write off poor client-agency relations as either a natural sign of the times or an unavoidable adjunct of the advertising business. Rather, they pinpoint specific grievances which they think could be easily remedied.

Lack of communication between the client and agency is the complaint of a great many Panelists. One agency vice-president says that "often neither side has the faintest idea of what the other is after" and the admanager of a major pen company wants "better spelling-out of the relationship, to define the obligations of each member of the partnership to show who is doing what to whom."

One admanager blames the communication trouble on the fact that "in many companies advertising authority is spread out all over the lot instead of being kept within the advertising department."

An agency executive agrees by saying that "sometimes we get the impression that everyone in the client's office is setting advertising policy."

The president of an ad agency pins lack of communication on the client "because we constantly have to guess what he is thinking." Yet another agency president thinks agencies them-

selves make the biggest mistake talking in terms that the client does not understand.

He suggests that "agencies use language of top management when talking to top management. Such terms as Starch, Nielsen and cost-per-thousand are strictly agency talk," says, "and management won't listen until we translate these terms into what they want to hear—advertising per dollar of net worth, the wage per dollar, or gross profit per sale—which is their kind of talk."

Finances is another big stumbling block in the path of good client-agency relations. The agencies accuse clients of a lack of understanding in money matters. One agency executive criticizes "the too-common tendency on the part of clients to arbitrarily cut budgets while we have already spent considerable time on their campaigns."

The board chairman of a top agency calls for "a better understanding on the part of the client of the agency's cost of doing business, especially with all the marketing, research, package design and other services."

One agency vice-president claims that "clients often expect too much from their advertising in relation to the size of their budget." This, he adds, "often makes advertising the whipping boy for the clients' other problems."

advertisers, on the other hand, think agencies don't co-operate in financial situations. The ad director of a large company "doesn't believe that agencies make an effort to keep production costs down."

Another company admanager says "agencies need to be more forthright and honest with clients on financial matters." He adds that "most clients realize that agencies have to make money, too, but their first obligation should be to serve the client."

One company admanager sides with agencies on the financial question. He says that too many clients look upon advertising strictly "as an expense of operating the business."

He suggests that agencies make "a serious attempt to convince client management that their advertising expenditures are sound investments that can yield dividends when properly applied."

The 15% compensation system came under fire by both advertisers and agency men on the Panel. The admanager of a major steel corporation complains that "compensation based on commissionable media leads agencies to pressure clients for more costly media, while they neglect such vital services as direct mail promotion, deal-support, sales help material, etc." An agency vice-president doesn't like the present commission system any better: "The 15% base of compensation should be thrown out and replaced by a professional fee contract a la management consultants."

Advertisers on the Panel seem quite satisfied with the service they get from their agencies. For one thing,

many clients are appalled by the agencies' lack of knowledge and information.

"They know nothing about market conditions," claims one chemical company admanager, "and furthermore, they lack seriousness about 'business' as business and have neither knowledge nor appreciation of the problems and needs of the advertiser."

Second, advertisers are displeased with the agencies' initiative and output. The admanager of a large tool company says that "everything at the agency seems to be a crash job because it's not started until it's too late." It's his opinion that "advertising managers are forced to literally 'ride herd' on the agency to get jobs out on time."

The advertising director of a large stove company complains that "agencies will not initiate ideas. Instead, they wait for the client to ask for the work before tackling a project."

Says another admanager: "Agencies expend too much effort fighting ads produced by other agencies—which they consider their competition—rather than working on advertising and marketing strategy to fight the client's competitors."

That agencies tend to become lax in the servicing of accounts is the opinion held by almost half the Panel.

The public relations director of one of the biggest pharmaceutical companies says his experience indicates that the agencies "use the big guns to get the account and then permit them to vanish into thin air. They reappear only when the account is in jeopardy."

On the other hand, an agency vice-

president says: "Let ourselves get lax? Never! We may disagree with our clients, but we don't think they're stupid!"

The agency executives on the Panel were just as vehement in their criticism of the advertisers. Several of them heaped most of their abuse specifically on the admanager. The vice-president of one agency charges that "admanagers hinder the consideration of forward-thinking ideas." He advises that clients "eliminate or elevate admanagers" to get better service.

Another agency vice-president says that "the functions of the admanager must be up-graded and he must be pushed into being more aggressive." The president of one of the largest agencies suggests "better paid advertising managers" might improve the situation.

A significant number of agency executives on the Panel roundly condemn advertisers for firing agencies "without just cause" and "without sufficient warning." Several, not surprisingly, referred to the Buick-Chrysler incident.

The vice-president of one agency calls for "the establishment of long-term contracts—at least a minimum of one year—to eliminate the fear of cancellation." Another agency executive says "it's an advertiser's prerogative to change his mind, but the way some of them go about it is downright unethical."

The ex-president of two large agencies agrees that sudden account switches jeopardize good client-agency relations. But he pins much of the blame on agency people themselves. "The flight of account executives—taking prize accounts with them, is a major problem," he says. "It connotes a situation of bad management or weak integration of key executives into the basic organization and all part of the ego urge to 'do it yourself.'"

Incidentally, the advertisers on the panelists had some harsh words of their own for agencies who instigate account switches. The president of an electronics company is "disappointed over the willingness of agencies to seduce another agency's clients." He says that "we get a letter every two weeks from a competitor of our agency."

The admanager of an automobile company would like to see "the establishment of some mutually acceptable set of ground rules covering account changes."

Many agency men on the Panel accuse clients of lack of confidence and lack of advertising know-how. ■



"Agencies wait for the client to ask for the work before tackling a project."



# MEDIA OUTLOOK®

by Carol Bick Tolley



## First quarter ad budgets up considerably over 1957

It's now certain, as we conjectured some issues ago, that as much advertising money as ever was around during this year's first quarter. Here are the best available estimates of which way ad budgets went during the period:

- Dollars spent in network television were up 13% over last year's quarter, for the top percentage gain among media.
- Network radio scored the second largest percentage gain with a 7% rise.
- Dollars spent in spot television rose 4%.
- Spot radio showed a 2% rise.
- Expenditures in magazines were up 1%.
- Dollars spent in newspapers were down 2-3%.\*

These figures were worked out, using data from the media promotional associations and from advertising agencies, by the newspapers' Bureau of Advertising. Its president, Charles Lipscomb, uses them, usually in private, to spur his medium to much greater sales effort.

The trends in advertising budgets among individual industries hold more surprises. Three key industries advertised less vigorously during the first quarter: automobiles, appliances and, of all things, food. The reason for the drop in food appears to be the lag in new families formed—probably a result of the lower birth rate during the 1930's, possibly from the current recession.

The major industries that maintained or increased their advertising pace were drugs, toiletries, alcoholic beverages, soaps and cleansers.

However—and this reservation is an important one—the status of ad budgets during the first quarter among the various big industries appeared to depend almost entirely on the media used. In virtually every product category, advertising in network television was up over last year. Auto expenditures

were up considerably, food advertising up some and appliance advertising about equal to last year.

Similarly, advertising lineage in virtually every category was down in the newspapers, particularly automotive and food.

The magazines did well in automotive advertising (both lineage and dollars), not so well in appliance and food advertising.

What is happening this quarter?

Total budgets in three key industries—automotive, food, drugs & remedies—will probably be lower than during the first quarter. Appliance advertising is expected to pick up slightly. Further, the first quarter trends in media may well intensify.

Obviously, what these figures really underscore is the problem facing print media. Their share of national advertising is dwindling not just because of television, but because of television and radio—one of which sells on impact, the other on price. The combination is a rough one right now.

For many months, both the Magazine Advertising Bureau and the Bureau of Advertising have countered this competition by working hard to strengthen their industry sales efforts. For the most part their programs follow similar paths.

Both media groups, for example, plan studies of how people respond to their medium. Both seek more information on the sales results of their advertisers. Both shy away from any kind of industry-wide audience research.

On the latter, there has been division within the magazine medium. Now, however, some new thinking is apparent on audience research.

There are several reasons why. One is the extremely difficult competition. Another is the belief that the future for most magazines lies in selling selective markets. A third is the spreading realization that a qualitative impact study will still tell only part of the magazine story—e.g., it can spotlight audience intelligence but not audience

income. The real spur, though, is talk caused by Life's study of its readers' spending power.

A 13-issue Life campaign, for instance, reaches families spending so three-quarters of total household monies spent in the U.S. That is so ammunition, some magazine men believe, unbeatable by any use of television. But it's of no noticeable help to smaller magazines either. Since smaller magazines are supposedly also strong on the audience income front, the media men hesitate to see only five magazines armed with income spending figures. They envision combinations of smaller magazines also being television dollar for dollar.

It will take a lot of thought—diplomacy—but there may yet be search on magazine audiences, sponsored by the industry or parts of it, concentrating on income and spending power. In short, after a period of so enthusiasm for audience research, opinion is slowly spreading that it may be the best medicine after all.

\* \* \*

As we've said often before, we think the Federal Communications Commission is hopeless. Fortunately, however, it may be forced to act one of these days on the dreadful waste of the VHF television band—a problem it managed to avoid for over 10 years.

Here's why:

A clever radio station, WERE (Clearland) thinks it can successfully open a closed-circuit, six-channel television system, largely supported by advertising. A second indication that there are not enough channels in the VHF band to serve everybody comes from KTTV's (Los Angeles) Richard Moore. He says that in the three-station market of Philadelphia local advertisers in 1957 could place only \$4,400,000 worth of advertising. But in seven-station Los Angeles, a comparable market, advertisers placed \$15,400,000 in 1957.

Finally, and of most immediate importance, the Senate Commerce Committee says it will ask FCC to report the end of this month on progress shifting television to the UHF band as recommended in a committee report of a couple of years ago.

\* \* \*

We're glad to hear that Far West Weekly publisher Leonard Davis has a new supplement in the works called Suburbia. Planned for upper income suburbs of the major cities could be interesting indeed. Especially if it will better acquaint advertisers with suburbanites—for some reason most under-researched of the new selective markets.

\*Another medium up over 1957's quarter: direct mail.



## Why automotive engineers read on the boss's time

Tide's latest study of the reading habits of industrial executives show that these specialists do 90% of their magazine reading right

in the office. What's more, they pass on information gleaned from industrial ads to an average of 11 of their colleagues.

Suppose 20,000 advertisers want your time and attention. Lengthy audiences with their salesmen are impossible. Yet you must keep up on what's new.

All things considered, wouldn't you find plenty of industrial ads on the boss's own sweet time?

Automotive engineers do. And their bosses and subordinates apparently expect it. At least that's the most significant single fact to emerge from Tide's latest (and 20th) study of the reading habits of industrial executives.

In fact, the 22 top automotive engineers surveyed do a surprising 90% of their magazine reading right in the office. Why? Industrial advertising, they tell Tide, is absolutely essential to their day-to-day operations and about the easiest way to keep up with the availability of new products and the latest technological developments. Reading most industrial ads right at their desks means automotive engineers can, as they themselves point out, immediately discuss hot product news with colleagues. Significantly, these subconscious executives pass such information on to an average of 11 of their associates.

And more than half of these automotive engineers personally maintain

files or subject indexes which co-workers can consult at will. Other automotive engineers say company librarians also maintain such files for them.

To keep in touch, the engineers surveyed spend an average of 5.05 hours reading magazines every week. During these five-plus hours they read 9.5 magazines, with one auto executive—Ford Motor Company engineering and construction manager Otto W. Pongrace—reporting a weekly average of 25 publications.

Advertising gets a substantial amount of the engineers' reading time. Two of those surveyed devote more time to ads than to editorial matter. Several divide their reading time about equally between the two. Most of the rest spend between a quarter and one-tenth of the time on advertising.

Of great importance is the opinion of 90% of the engineers that industrial advertising has played a crucial role in the country's technological progress. To Ford Motor Company assistant general manager (M.E.L. Division) R. M. Sulce, industrial advertising has "served to broaden the base of knowledge by establishing impressions that are called upon as needs arise at later times." Chrysler Corporation vehicle engineer Leonard A. Hamill says industrial ad-

vertising is important to the nation's future technological progress because it enables industry to become aware of the industrial progress that is constantly being made.

Briggs & Stratton assistant chief engineer J. R. Harkness agrees with him by saying that "industrial advertising has created increased awareness of developments at all levels from president to sweeper."

Most of the surveyed engineers report that significant technical developments within their own companies have resulted from industrial advertising.

Moog Valve Company project engineer Donald I. Hall thinks this comes about because "a great many diversified products or techniques are usually found in one publication, and that exposes the reader to a variety of ways of doing a particular job."

As an example of this, Greer Hydraulics engineering vice-president B. R. Teree reports that "the use of hydraulic actuation in aircraft led to similar applications in automobiles and heavy road machinery."

An executive of a farm equipment company says his company "developed high caliber clutches and brakes as a result of reading announcements of



**Thirty-three actions taken by automotive engineers and executives after reading industrial advertisements**

- 80% Locate new suppliers
- 60% Reduce production costs
- 40% Aid equipment selection
- 40% Aid research
- 40% Use substitute materials
- 40% Obtain technical services
- 35% Develop new products
- 30% Improve tooling
- 30% Improve safety
- 25% Improve production
- 25% Use new plastics
- 25% Aid employe relations
- 20% Mechanize materials handling
- 20% Improve auto design
- 20% Eliminate waste
- 20% Simplify manufacturing
- 20% Learn about patents
- 20% Cut assembly operations
- 15% Reduce maintenance costs
- 15% Improve precision
- 15% Aid power transmission
- 15% Improve inspection
- 15% Install automation
- 15% Write specifications
- 10% Assure quality
- 10% Cut power costs
- 10% Cut handling costs
- 10% Increase output
- 10% Reduce warehouse stocks
- 10% Improve appearance of products
- 10% Improve control speed
- 5% Improve delivery time
- 5% Economize on floor space

**Automotive engineers and executives objectives held in mind when reading ads**

- 90% To get ideas
- 85% To keep up-to-date
- 80% To get new materials
- 75% To find new items
- 50% To locate suppliers
- 45% To solve a current problem
- 35% To improve product features
- 35% To improve processes
- 35% To plan new projects
- 30% To aid employe education
- 30% To get alternate sources
- 25% To verify opinions
- 15% To aid employe convenience
- 5% To prevent operating delays

**How automotive engineers and executives follow-up ads to get more information**

- 75% Fill out reader service cards
- 50% Refer ad to designers
- 50% Request complete technical data
- 45% Clip out ad
- 45% Request manufacturers catalogue
- 45% Ask salesmen to call
- 45% Get case studies
- 40% Refer ad to purchasing agents
- 35% Call up local distributor
- 35% Discuss in conference
- 35% Verify reports of use
- 30% Verify guarantees
- 30% Ask application data
- 30% Request sample
- 30% Get demonstration of item
- 30% Get opinions of other users
- 25% Refer ad to production manager
- 25% Refer ad to management
- 25% Compare with other data
- 25% Check-up on claims
- 25% Write for other information
- 25% File until later
- 20% Check delivery dates
- 20% Check price comparisons
- 20% Contact advertisers' engineers
- 15% Order trial quantity
- 15% Digest data for file
- 15% Refer to associates
- 10% Request test data
- 10% Ask consultant about it
- 10% Visit advertisers' plant
- 5% Refer to standards department

new friction materials in ads."

Allis-Chalmers designer Eugene E. Harvey reports that in the past year advertising concerning "powdered metals, plastics and high temperature resistant metals have been important" to his company.

General Motors electrical engineer (truck and coach div.) R. D. Ellerby finds ads useful in work involving the "handling of mechanized material and application of electronic control apparatus in both manufacturing processes and products."

"Induction heat training, carbide tools, ceramic tools and inspection methods" are cited by The Perfect Circle Corp. chief production manager L. R. Ware as the areas where his company has applied information gotten from ads.

Several of the surveyed engineers use industrial ads to locate new suppliers and obtain technical services. Some say ads aid in research and sug-

gest methods of reducing production costs. Other ways automotive engineers utilize information provided by ads: to improve tooling, improve safety conditions, aid employe relations.

Several of the engineers claim the value of industrial advertising goes far beyond the product information and technical data it provides.

Boyertown Body Works president Paul R. Hafer uses industrial ads as an aid "in the training of junior engineers and executives." Briggs & Stratton's J. R. Harkness finds they come in handy in "relieving job pressure momentarily."

Although automotive engineers are clearly satisfied with industrial advertising in general, they conclude that there are some specific points which can stand improvement. Here are a few of their suggestions:

Moog Valve's Hall thinks ads should be "more exact in spelling out the products' uses."

Boyertown's Hafer would like adver-

tisers to "stop using gimmicks—pretty girl pictures—and instead present facts in simple, easily read words."

Briggs & Stratton's Harkness wants "more data and less ballyhoo in ads."

Ford Motor Company product sign engineer (M.E.L. div.) Harry Hafer thinks advertisers should "be honest about claims and show limits of the applications of products to a greater degree."

Continental Motors Corporation product engineer William F. Hale advises industrial advertisers "to be brief, give facts, prepare all material with a verifiable return, self-addressed reply card."

Chrysler's Hamel thinks ads should "note how long the product has been in use and if it is available for immediate use or not."

Greer Hydraulics' Teree says advertisers should "give more simple information regarding installations and related technical points of the things being advertised."

# ONE ADMAN'S OPINION<sup>®</sup>

by Lester Leber



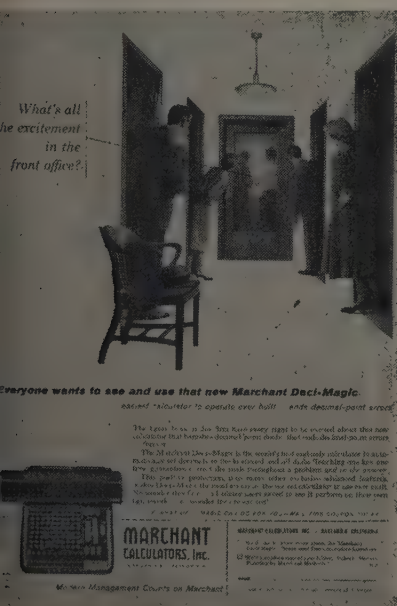
## One idea, two treatments

There was something strangely familiar about a recent ad for Marchant Calculators (see cut). A search through the ad man's back files revealed the reason. Last October Young & Rubicam ran an ad for the same device of office workers standing in their doorways (see cut).

Whether the earlier of these two insertions inspired the other is of little importance. What is significant is the striking similarity in concept but the vast difference in execution.

The Y&R photo is fresh and fascinating. It's obviously staged, but the people staring at the camera make a picture that isn't easily forgotten. Marchant poses 4 people but shows their backs, thereby losing the interest factor that lies in human faces. There is also an attempt to make the scene realistic which it obviously isn't.

Here's proof once again that a good picture is only the start of a good ad. How it is handled makes the difference between a cursory glance and a long, lingering look.



A cursory glance . . .

## Waterproof proof

Watchmakers have gone to great lengths to dramatize their dunkable numbers. They've tied them to outboard motor propellers, the Queen Mary's keel and the underside of aquaplanes. But none of them has done as much as Wyler has to convince the consumer that *the watch he buys* is really waterproof. Wyler sells its timepiece inside a pliofilm package that is actually filled with water.

## Dirty, noisy kids replace immaculate infants

From advertising's earliest days the attention-getting value of children's pictures has been recognized. But the beatific beauty of the Ivory baby is yielding to the realism of messy mop-pets.

Permaglas Water Heater features a thoroughly bedraggled boy shouting "Hey, Mom! I'm home!" while sub-head adds "and heaven help the water heater." Simoniz Floor Wax claims to be "childproof" and shows youngsters spilling milk all over the kitchen.

Fiberglas Acoustical Tile pictures boys running around the house like wild Indians and states "Peace and quiet can live with riot." Bissell Carpet Sweeper illustrates children littering the floor with potato chips and promises "Now you can have a tidy living room . . . and children, too."

Not only is this portrayal of our offspring as messer-uppers realistic but it carries a built-in chuckle and hits home harder than yesteryear's cooing cherubs.

## Truth can be stranger than fiction and less credible

Arrow Shirts claim that their Dart style has a collar that's right for everyman—thin face, round face or square face. United Fruit states that bananas are good for every kind of a diet—weight-losing or growing-up, infant or

geriatric, low-sodium or low-fat or low-cholesterol. Arrow and United Fruit may be justified in their respective claims . . . but does trying to be all things to all men in one ad carry any lasting conviction?

## Setting the record straight

In one of his daily stints last month a well-known newspaper columnist stated that TV is pricing itself out of reach of the advertiser; that "some of the most bountiful sponsors switched to newsprint"; that "the picture for next year will be bleaker." But the facts are that for the first quarter of 1958 television has gained in revenue over 1957 whereas newspapers have lost ground.

## How to be second and capitalize on it

Many readers of the General Telephone Corporation magazine campaign must have joined me in wondering who this advertiser is. Most of us think only of the Bell System in connection with phones. So the General System deserves praise for running a spread headlined "We're proud to be No. 2."

Copy points out that General consists of 4,400 independent companies; serves more phones than there are in all of France; and is growing at the rate of 1,000 new customers every working day. There's refreshing candor in the conclusion "We're proud to be No. 2. It keeps you on your toes."



## WHO NEEDS AN IDEA?

What's the answer to the problem of getting ideas? Other people who know in the group are at their creative best when they work as a team. The trouble is Y & R. These problems are not for genius, these people in a group great idea, to work together. They need that idea.

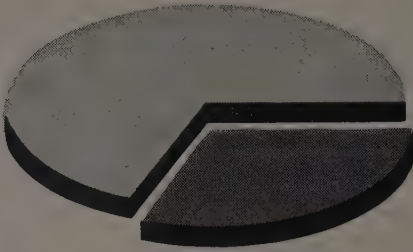
YOUNG & RUBICAM, INC.

. . . long, lingering look



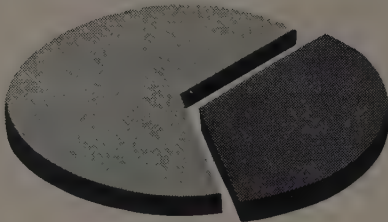
# How you can get more business... NOW

1



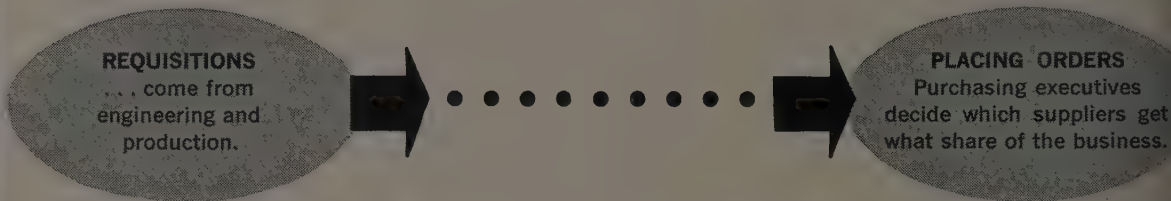
Say you've been getting 30% of a customer's business in 1957... but his business is down 20% now...

2



You have to increase your share 25% just to stay where you were! There's just one way to increase your share... it shows up when you review the industrial buying pattern.

3

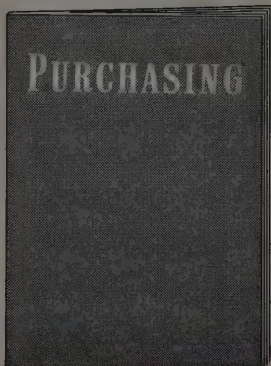


4



So if you want to step up your share of the business NOW the place to concentrate your effort is on the one man who can give you business now — the purchasing agent!

5



You can reach him every other Monday with your advertisement in his own business publication — PURCHASING Magazine.

**PURCHASING** *Magazine*

the methods and news magazine for industrial buyers  
205 East 42nd Street, New York 17, New York  
a Conover-Mast publication

EPA

NBP



"Will Mr. Billing's son come in, please?"



# THE WIFE

## OF THE MAN IN THE GREY FLANNEL SUIT\*

by Mrs. Andrew Heiskell (nee Madeleine Carroll)



What's it like to be married to an important executive who cannot be a 9 to 5 man? What can both do to preserve married happiness despite the demands of business social activities? Here's the formula of one woman who is both the wife of a successful man—Life Magazine's publisher—and a success in her own right.

● I chose the title "The Wife of the Man in the Grey Flannel Suit" from a long list of titles suggested by our good friend, Mr. Fred Gamble.

My husband pointed out, however, that a magazine publisher does not strictly come under the heading of "Man in a Grey Flannel Suit," which, according to some novelists, is exclusive to Madison Avenue.

I retorted—very logically, I think (for a woman), that he *does* have a G. F. S. and anyway—so very much of his work is happily associated with Madison Avenue, that for the purposes of this little talk at least, I will assume, if I may, that we are all part of the same family, and that I do *know* what I'm talking about.

I'm talking about us, the wives. For whether we are married to magazine publishers or to men in the advertising field, the pattern of our lives is very much the same. We are beset by identical problems, by identical inconsistencies, peculiar to our position as wives of successful business executives.

To begin with—first of all, let's think of the *advantages* we have. We have husbands! Ever stop to think what it would be like to be single again? (Horrors!) To wake up in the middle of the night—as I used to when I was a career

girl—and have those nightmarish fears of growing older, alone and unloved. When I was a career girl, spring used to hurt the worst in this connection.

All winter long, for instance, the good warming success of a Broadway hit would keep the nagging little doubts of loneliness away, but as the loveliest of all seasons would steal subconsciously into my senses, and New York's few trees would start budding and remind one poignantly of what must surely be happening in the countryside—then the doubts would come back—black and terrifying.

I would know that every weekend, men were happily returning to wives and families to join them in the engrossing work of the garden, or to the readying of the boat for summer sailing—and Broadway would look tawdrier and dustier and more depressing.

Even though inside my theatre dressing room the bright, hot electric lights might be shutting out the sun, I'd *feel* the spring within me, and *know* that this wasn't real happiness. A career was not the answer, and I must look elsewhere. . . .

Most of us have children, God be praised! And though there are moments when you could cheerfully wring their darling little necks—do *you know* of anything that fills your heart with more

pure joy than the feel of those wa-  
sleepy faces when you kiss them go-  
night?

And we all have, even in these rat-  
bleak recession days—a certain deg-  
of financial security.

We are blessed—I suppose—with  
the conveniences and aids to ea-  
living that clever manufacturers co-  
devise. Labor-saving devices  
dreamed of by our mothers and gra-  
mothers now exist to lighten the b-  
den of housework. So what *are*  
problems—and why, with all these  
vantages?

Are the wives of our social class  
blissfully happy all the time? Could  
be a lack of challenge in the lives  
lead today? Is life tougher today th-  
it was 50 years ago—or is it easi-  
Let's just take a minute to do a li-  
analyzing. And for this we don't n-  
a couch. We could begin by examin-  
the lives of women in our approxi-  
social position at the turn of the  
tury?

First of all, husbands were then v-  
much a part of the home. They wor-  
about 30 or more hours a week, wh-  
*their employees* worked 60 hours  
more. Today, the situation is revers-  
damnit! . . . *Then*—the wife had se-  
ants for her house, and governess  
for the children.

I don't know how you girls man-  
—but I woke up to the startling f-  
the other day, that my 23-year-old co-  
(the only servant I have) has at le-  
twice as much real leisure as I. . . .

Then, you had a governess or tu-  
to do the really back-breaking wor-  
bringing up children. You could  
with your children when you felt  
your best. Instead of being the na-

\*A speech delivered by Mrs. Heiskell at the recent convention of the American Assn. of Advertising Agencies.

disciplinarian all day, you were the lovely, soft and attractive person who had to them in the evenings, and took them for special treats on special occasions.

Today, I personally bless delightful occasions, such as this today, which allow me to escape for a short breather from the daily. . . . "But, Mommy, *why* do I have to have a bath; *why* do I have to rest in the afternoon; *why* must I wear these shoes?" etc.

And, just as you do, I adore my child; but I cannot help retrospectively envying the women who could really enjoy their children—because they were not the children's servants.

In those good old days, or bad, depending on your point of view—there was no P.T.A., hospital aid work, or Red Cross, except in a very mild way. Women did not work in government, local or national; there was no radio or television to take you away, even temporarily, from your husband's side.

At that time, there were neither cars nor airplanes, so the husbands just couldn't take off for Detroit or California at the drop of a hat. They traveled a great deal less, spent more time at home; very much shared in the joys of home entertainment, and were every bit as much a part of the family scene as was the wife.

Now, let's look at today.

You'll agree with me, I am sure, that the basis of all human happiness and contentment lies in the love of man and woman. All family happiness flows from that relationship. This has been true from the beginning of time, and all the market researching in the world isn't going to come up with a greater or more satisfying idea.

We hear a great deal in magazines and the daily newspapers about "Togetherness." Now, I don't want to be fair to what is intrinsically a very beautiful and praiseworthy idea, but I see this very much advertised "togetherness," it consists of *family togetherness* exclusively. In other words, husbands and wives are urged to spend more and more of their ever-windling spare time with the children. Then, coming home in the evening exhausted from a long day's hassle with ever-changing problems, must dive right into a rough and tumble with the children. . . . Till they are safely tucked away for the night; he must romp with them, however much he may be longing for that long lost happy time he *used* to spend relaxing over a martini with his newly wed wife.

During the week, he is often away, traveling all over the states, and at the weekend, he must make up for this absence, by spending more and more

time in activities with the children.

But, what about the most important togetherness of all? Togetherness for husband and wife. . . . is anybody even *thinking* about that—let alone *doing* something about it? Are magazines going all out to help preserve the most important togetherness of all, without which there is no family life?

And yet the present structure of business life in America tends to pull us apart from our husbands—every day a little more. Every day—a little *less* togetherness.

What I call the American Tragedy, affects those of us here today more than any other class of women in the country. Unlike the women of preceding generations, our executive husbands are getting less and less leisure, whilst their employees work fewer hours.

It is inescapably true that an important executive cannot be a 9 to 5 man. I think we, all of us, accept that, more or less graciously, depending on our characters, and our moods; but if we wives don't, in our several ways, try to curtail the ever-increasing inroads into our precious moments of spare leisure, I believe there just won't be many worthwhile marriages left.

Big business today, contrary to what Fortune Magazine would have us believe, does not take into account the husband and wife relationship: the ever-increasing number of business breakfasts, business lunches, business dinners . . . week-long conventions . . . and social activities which sedulously ignore the existence of the wife, are but a few of the daily pulls *away* from marriage.

This vast and ever-growing monster of business social activities is greedily eating up more and more of what used to be a sacred and precious time to married people. . . .

The moments of peaceful getting together after the stress and strain of the long day. The going over together of the highlights thereof. . . .

The week-ends where you *find each other* again, as the tensions of the week fall away from you. . . .

The good times spent with friends where business cares are completely forgotten. . . .

All these fine and wonderful things are being menaced.

What are women doing about this situation?

I don't pretend to know the million essentially feminine techniques that women are using to combat this threat to their married bliss, but I have observed a number of the more energetic and dynamic wives I know, and I'll tell you about a couple of them.

Many of the younger, brighter and

more energetic wives are discovering that, even with children, they can somehow manage to achieve quite a lot of spare time during the day, and with their husbands so often away in the evening—*then*, too!

One girl I know is taking a course in dramatics at a Western university. She is blond, pretty, talented and very bright. Her husband works for an advertising agency.

Knowing just how all-engrossing and exciting a stage career can be and how it can appeal to an ambitious girl, I am very much afraid for her marriage.

What will inevitably happen is that she will be asked to appear in an off-Broadway play. What girl can refuse if the part is good?

She will then have to be absent from home Monday through Saturday nights, and the *few nights* that her husband could spend with her will have to be spent either dining alone at home, or sitting in a rather sordid little theatrical dressing room all evening.

Another woman I know—an older woman—whose husband is a very successful banker has, since her children have grown up, espoused a very worthy cause, discovered in herself a real talent for public speaking—and is constantly traveling up and down the country on speaking assignments.

Now it is her husband's turn to cry out bitterly that his wife is never home evenings.

But, his wife, who had, in the past, spent so many lonely evenings during the period of bringing up the children, is seeking to find herself again—to be a person once more. And, more power to her, I say!

Yet, that is not quite the answer.

For better or for worse—being married is being with each other.

It seems to me that to make a marriage work, in our difficult times—wives should ideally try and limit their activities to that time of day when their husbands, too, are occupied, and that in turn, husbands, gently urged by their wives, should take the time to evaluate the real importance or necessity of the business social activities which eat into the precious leisure time they should share with their wives.

What I am really trying to say—without using the banner scare headlines—is that we all face, at some time or other, this serious threat to our married happiness.

It won't hurt us so much if we are *aware* of the danger, and take our own very feminine steps to minimize it, and if we remember always that marriage is being *with each other*, Grey Flannel Suit, or no. ■





# SINCLAIR REFINING IS SOLD ON SPOT...

Photo by Morris H.

## FROM HOME OFFICE...

*"Driving today? Remember to drive with care — and buy SINCLAIR — Power-X Gasoline."* Slotted to reach the motorist at breakfast and enroute to and from work, that 5-second reminder will be broadcast 525,200 times in 1958 — the biggest campaign, for size, scope and duration, in Spot Radio history. "Spot," says SINCLAIR REFINING COMPANY's Vice President and General Sales Manager, Louis W. Leath, "is doing a great job for SINCLAIR."

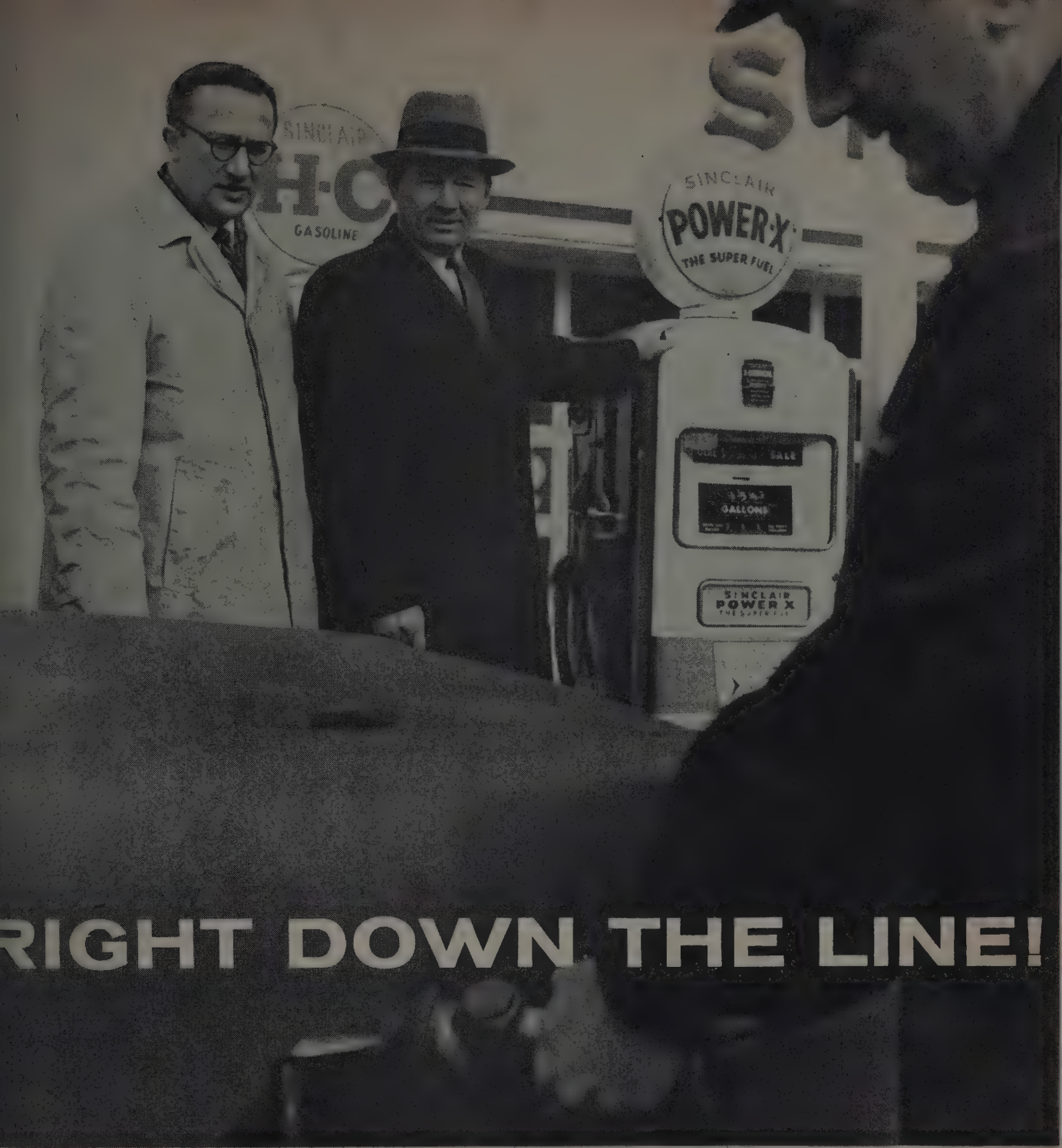
To boost coverage and frequency, yet keep to a reasonable, affordable budget, SINCLAIR REFINING switched to Spot. The same allocation that had purchased only scattered Radio-TV programming in about 100 major markets now brought SINCLAIR satura-

tion schedules in those same markets — 40 to 250 spots a week weeks a year — plus sizable weekly campaigns on a year-round basis in 350 additional markets. Totals: 450 cities; 900 stations; 10,000 announcements per week. And in every market served by SINCLAIR and by an NBC Spot Sales-represented radio station, SINCLAIR uses the NBC Spot Sales station!

*Standing, left to right: Louis W. Leath, Vice President and General Sales Manager, Sinclair Refining Company; Jack Price, Radio Sales Representative, NBC Spot Sales.*

*Seated, left to right: Stanley F. Ellsworth, Vice President and Accounts Executive, Morey, Humm, & Warwick, Inc.; James J. Delaney, Advertising Manager, Sinclair Refining Company; Reynolds Girdler, Director of Public Relations & Advertising, Sinclair Oil Corporation; William Wernicke, Radio-TV Vice President, Morey, Humm & Warwick,*





# RIGHT DOWN THE LINE!

## NO SERVICE STATION...

Chicago, where radio station WMAQ plays a major role in the SINCLAIR schedule, George Gaudio, operator of the Sinclair station at North Avenue and LaSalle Street reports: "My customers tell me they hear the Sinclair radio commercials, and I know those spots have brought me business. My customers are in automobiles and they listen to their radios, especially WMAQ. Personally, I know of no better way for Sinclair to advertise the products I sell."

A questionnaire sent to SINCLAIR marketers brought a request from 95% of them for continued use of Spot Radio, along with an overwhelming confirmation of rising sales throughout SINCLAIR territory. And SINCLAIR men agree right down the line: in the

markets served by NBC Spot Sales-represented radio stations, credit for this campaign's tremendous success belongs, in large part, to those stations.

Left to right: Howard Coleman, Manager, Radio Station WMAQ; Carl K. Foster, Manager Sales Promotion, Central District, Sinclair Refining Company; George Gaudio, Sinclair station operator, Chicago.



### SPOT SALES

NEW YORK—WRCA  
PHILADELPHIA—WRCV  
WASHINGTON—WRC

PITTSBURGH—WAMP  
CLEVELAND—WHK  
LOUISVILLE—WAVE  
CHICAGO—WMAQ

ST. LOUIS—KSD  
SEATTLE-TACOMA—KOMO  
SAN FRANCISCO—KNBC  
HONOLULU—KGU





YOUR FUTURE IS GREAT IN A GROWING AMERICA

## AMERICA ALWAYS OUTPERFORMS ITS PROMISES

We grow so fast our goals are exceeded soon after they are set!

### 7 BIG REASONS FOR CONFIDENCE IN AMERICA'S FUTURE

**1. More People**—Four million babies yearly. U. S. population has *doubled* in last 50 years! And our prosperity curve has always followed our population curve.

**2. More Jobs**—Though employment in some areas has fallen off, there are 15 million more jobs than in 1939—and there will be *22 million more* in 1975 than today.

**3. More Income**—Family income after taxes is at an all-time high of \$5300—is expected to pass \$7000 by 1975.

**4. More Production**—U.S. production *doubles* every 20 years. We will require millions more people to make, sell and distribute our products.

**5. More Savings**—Individual savings are at highest level ever—\$340 billion—a record amount available for spending.

**6. More Research**—\$10 billion spent each year will pay in more jobs, better living, whole new industries.

**7. More Needs**—In the next few years we will need more than \$500 billion worth of schools, highways, homes, durable equipment. Meeting these needs will create new opportunities for everyone.



Add them up and you have the makings of another big upswing. Wise planners, builders and buyers will act now to get ready for it.

**FREE!** Send for this new 24-page illustrated booklet, "Your Great Future in a Growing America." Every American should know these facts. Drop a post card today to: THE ADVERTISING COUNCIL, Box 10, Midtown Station, New York 18, N. Y.

Your  
Great Future  
in a  
Growing America

### **Satevepost's complicated new study:**

To appreciate fully the admittedly complicated new research from the Satevepost, you have to reflect a bit on what magazines have offered advertisers recently. Or to be completely accurate, what they have offered in combination with Alfred Politz Research, Inc., which is fast acquiring the label of the magazines' Pulse.

In the beginning, of course, was Politz's pioneering and wholly successful effort that made the magazine audience look as big or bigger than television's. That became the cumulative audience concept—or the number of people you can expect to reach once if you use six or 13 or 26, etc., issues of a magazine.

After the shine dimmed on that idea, Politz tempered with what he called "venturesome" buyers—those persons among the magazine's audience who are most likely to try a new product.

That concept, you may remember, was first introduced in an audience study made for Better Homes & Gardens. It was of considerable interest to many advertisers, but that didn't make it any more popular among the magazines and it has since all but disappeared. (The sociologists such as Paul Lazarsfeld, are pushing a similar idea—that "marketing leaders" are found in all income ranges.)

Politz finally found a new direction when Reader's Digest hired him for an audience study. Everybody knew that the Digest would beat, say Life, in total per issue audience including pass-along readers), but there was considerable question about how much it would beat it by—e.g., how well a text monthly would fare against a picture weekly.

Politz found a way around the problem by figuring out still another magazine measure: "reading days." You can figure out his reasoning with not too much effort: how many days do you pick up and go through a weekly picture magazine as compared with a text monthly that lies around the house for days & days?

All this research, however, remained restricted to magazines' editorial content. Thus Politz could accept still another new magazine client, since this newest one wanted a study of advertising instead of editorial.

In short, the Post study brings magazine research via Politz to this zenith, using the Post as example: an average Post issue is read by 20,621,000 different people (the old Life measure). That's an average of four people per copy.

Each of these four people will pick up an issue on at least two "reading days" by the Reader's Digest measure. Each one—and this is the new Post measure—will look at an average page of advertising in the issue on 1.4 days.

The average ad page, if you want the total figure, will be looked at by the death of the issue on a high number of 5.8 days. That is probably considerably more often than ad exposure in any other major medium.

In the Post's study, both the people exposed to the issue and to the average



ad are broken down by the usual audience characteristics—age, sex, income, education, occupation, etc. Thus you can tell what kinds of people look at the ads most often. That, in brief, is the impact of the Post's new research venture.

Remember that the forthcoming Life study of five top magazines analyzes audience of each by an equally new yardstick—that of spending power. (The Post study covers the Post only.)

Added up, you can readily see that the magazines these days are literally spouting forth with research, all of it fairly creative and of reasonable interest to advertisers.

You can also readily see, no doubt, why there are advertisers and agency men who seem to want instead one great big industry-sponsored magazine study covering everything & everybody. It's just simpler to understand and handle that sort of one-stop job.

The question, of course, is whether under such an arrangement creative research would also be forthcoming and continuing. And you have to admit that Politz has been pretty creative.

#### **Pros & cons of video tape:**

Of the technical advances holding great implications for advertisers, media and agencies none seems more controversial than videotape (the recording system for instantaneous playback of TV commercials or programs).

On one hand, videotape promoters claim the new technique will save advertisers time, yet permit reproduction similar to live TV.

Videotape, they claim, helps reduce the time-consuming process film development requires.

On the other hand, the advocates of videotape are quite vague on whether the new process will lead to greater economy.

One rough estimate is that videotape may save around 15% on TV production costs.

Further, videotape only permits limited animation and special visual effects dear to the heart of many advertisers.

Videotape, of course, already has piqued the interest of several advertisers.

The Mennen Co., for one, is examining videotape commercials for its "Wednesday Night Fights" over ABC-TV.

Florists' Telegraph Delivery Assn. already has used videotape commercials for the "Person to Person" show on CBS-TV early this month.

Both Mennen and Florists Telegraph are examples of the type of advertiser who may need the videotape technique most: both favor live commercials.

Mennen does many of its demonstration commercials live, probably in part because the warmth and spontaneity of uncanned TV makes a sponsor's demonstration more believable.

Florists', too, is in much the same situation since sincerity is the aim in a flowers for Mother's Day message. Sametime, the association's agency, Grant Advertising, thinks that live commercials allow for sudden changes that may come up with this type of account, such as additional last-minute allocations, changed emphasis or even a change in the flowers to be promoted.



# **MEDIA BUYING CAN BE AS CREATIVE AS COPY OR ART"**

*says Harry D. Way, Vice President and Media Director,  
Erwin Wasey, Ruthrauff & Ryan, Inc.*

"I have been on the buying side of media for the past twenty years and to my mind the greatest improvement in buyer-seller relations has come about in the past five years." This was the challenging viewpoint advanced by Mr. Way when interviewed in the course of Standard Rate's continuing study of advertiser and agency buying practices. Mr. Way expanded his opening comments as follows: "We're not only getting better and more comprehensive basic statistical data, but we're also getting more information on audiences and readers that enables us to look at those statistics and see people.

"Many media representatives today really know their readers, audience, industry or market. They take the time to study the products you are advertising. They're men with marketing sense, who are able to give us facts that help us integrate our client's products, selling aims and our ad campaigns with the needs and the desires of a particular audience.

"In a sense you might say there is more creative media selling. We're happy to see it, for we at EWRR believe that media *buying* can be as creative as copy or art.

*(continued on following page)*



(continued from preceding page)

"Now, while we concede that the idea of evaluating media from the creative standpoint is not new, we'd like to point out that EWRR's strong emphasis on the creative approach is a new force in agency-client-media relations.

"We're not talking about the 'editorial content' approach, although too many buyers of media and ad managers overlook this established yardstick in favor of the welter of statistics. For these gentlemen, media selection is a routine, uncreative and unrewarding job and not much of a challenge for the media representative either.

"Statistics alone are not enough. Editorial content alone is not enough. It's the combination of all these factors evaluated in relation to the product you're advertising — as well as the reasons you've established for buyer interest in the product — that constitutes the creative side of media selection.

"Selection of media should be at least given the same careful attention as the selection of distributors or dealerships. It isn't always the fellow with the biggest customer list or biggest sales increase in the past quarter, that makes the best distributor for a product. There are factors like personal integrity, service to past customers, marketing sense, business judgment and imagination that can't be measured with a yardstick. So it is with media — statistics are fine so far as they go, but the ultimate choice is a matter of sound

## Service-Ads in SRDS help agencies and advertisers

evaluation of many factors, again in relation to the specific product and market. All the ingenuity and talent that goes into the preparation of an advertisement is wasted if the ads do not reach the proper audience.

"And there has been, we're happy to say, an increase in the willingness and the ability on the part of media to give us those additional factors that enable us to get a clearer insight into their audiences and to feel the pulse of their markets. Notable among these efforts are the ads in *Standard Rate & Data* giving us more useable information.

"Whatever information a medium has that we could find helpful, *Standard Rate & Data* is the place for it. Time and again I've told media people that *Standard Rate* is the first place for them to put information they want us to know. We want the information when we're working on a problem, and when we're working on a media problem we're working with *Standard Rate*."

Hundreds of field interviews like the call made on Mr. Way have sharply defined the main points that agency and advertiser executives say they like to find in Service-Ads when they're using *Standard Rate* to select markets and media. For example, here are some typically helpful Service-Ads reproduced on this and the following pages.

**fast facts**  
Read how you can  
Boys' Life  
advertising buy!

**Youth Market**  
Fastest growing segment of our population...  
27,000,000 youth... 13,000,000 by 1965...  
More than 100 million youth in the U.S. by 1975...  
From 1955-1965, youth will grow 15% in the same period...  
Teach, counsel, 15-20% of total national income...  
\$8 billion in allowances and savings in 1975.

**Audience**  
Circulation: 1,700,000 Net Paid (week end)... 98...  
17% since 1960... largest boy magazine of all time...  
Total Primary Readership: 2,887,187...  
Male Primary Readership 18 and Over: 626,188...  
Female Primary Readership 18 and Over: 500,149...  
Median Age (Boys): 13.7

**Reader Families**  
Total Persons Per Household: 4.07...  
Wages: 70% of all 34 magazines surveyed...  
Median Household Income: \$5,500...  
Automobile Ownership: 65.4%...  
4th highest of all magazines surveyed...  
Home Ownership: 77.4%...  
4th highest of all magazines surveyed, except farm publications.

**Rates and Data**  
Ad rates up 80% since 1960, from 127.87¢ lines to 232.18¢ (highest ad charge in the field)...  
Advertising space one or more pages in Boys' Life during 1967...  
Black and white page cost per thousand down 24%, from \$4.76 to \$3.55.

**Comic Supplement**  
Special 10-page comic book included in every copy of Boys' Life...  
Full page and half page units available. Standard size newspaper comic section ad copy cost down to 80¢/line (1/2 line of ad space) and...  
6-color page cost per thousand: \$3.40

**Active Sports Market**  
Equipment Ownership  
Baseball — 65.4%  
Basketball — 54.2%  
Fishing — 39.7%  
Swimming — 41.7%  
Skiing — 48.2%  
Football — 62.6%  
Ice Skating — 42.1%  
Soccer — 47.7%  
Hockey — 35.2%  
Roller Skating — 35.2%  
Hockey — 35.2%

And right down the line, Boys' Life readers...  
\$1 in all sports, fishing, hunting, boating...  
golf, track, volleyball, soccer, basketball, and ping-pong...  
More than 12-17 are fishing than any other age group...  
24% go fishing.

**Big Hobby Market**  
80% build plastic models...  
64% make things together with their dads...  
51% have camera (only 4% at home...  
82% have record players at home...  
55% actually buy records...  
43% collect stamps...  
75% own cameras.

**Research**  
Currently Available  
1. Habits and Goals  
2. Social Camp Survey  
3. Recreational Activities  
4. Photo Contest Analysis  
5. Consumer and Self-Image  
6. Outdoor Sports

**To Be Completed in 1968**  
1. For Decision On Science and Engineering Careers  
2. Volunteer and Activities  
3. Social, Record Players, and Record Ownership  
4. Recreational and Self-Image  
5. What Does Want For Christmas

**Merchandising**  
To Buy Best Market  
1. Boy Scout Camp Learning Program  
2. Boy Scout Camp Learning Kit  
3. Free Advertising to 1,300,000 Scout Leaders  
4. Boy Scout Merchandise Program  
5. Special Ad Tie-In to Reach the 1,300,000 Boy Scouts

**Sources**  
\* Based on Survey of Magazine Readership  
\*\* Based on the Census  
\*\*\* Boys' Life Survey  
\*\*\*\* U.S. Bureau of Statistics Service

**1,700,000**  
THE MAGAZINE FOR ALL BOYS • PUBLISHED BY THE BOY SCOUTS OF AMERICA

BOYS' LIFE provides "fast facts" that capsule basic information about their magazine. They highlight virtually every important point that buyers of magazine space say they consider when comparing magazines.

**First Buy South**  
The Progressive Farmer

IN THE 16-STATE Southern rural market where half of America's farm families live and prosper, The Progressive Farmer is the first advertising buy — and here's why —

**First in Readership**  
The Progressive Farmer has 4,400,000 Southern rural readers, 700,000 more than Farm & Ranch and 1,200,000 more than Farm Journal.

**First in Preference**  
Among farm readers of both magazines, 73.6% prefer The Progressive Farmer, 18.3% prefer Farm & Ranch. Among farm readers of all three magazines in the South, 68.1% prefer The Progressive Farmer, 17.4% prefer Farm Journal and 14.5% prefer Farm & Ranch.

**First in Influence**  
Year after year, in scores of independent surveys, The Progressive Farmer has invariably been given the overwhelming vote by rural dealers and wholesalers as the magazine with greatest advertising influence on Southern rural families.

**First in Advertising**  
The Progressive Farmer continues to lead the farm magazine field in advertising space and is second only to Farm Journal in advertising revenue. In 1967, advertising invested almost 3 1/2 times as much in The Progressive Farmer as in Farm & Ranch — twice as much as in all the other five Southern farm publications combined.

FOR MANY ADVERTISERS the South is the FIRST BUY today. And the FIRST BUY in the South is The Progressive Farmer — first by any test of the power and prestige of a magazine.

**THE SOUTH SUBSTANCE TO**  
**The Progressive Farmer**  
Advertising Offices: BIRMINGHAM • BALTIMORE • BOSTON • DALLAS  
NEW YORK • CHICAGO • LOS ANGELES • SAN FRANCISCO

PROGRESSIVE FARMER'S Service-Ad briefs the salient points of their basic sales story, for the convenience of buyers of farm publication space.





# Service-Ads in SRDS help agencies and advertisers buy space and time

THIS IS THE

## TEXAS TRIANGLE

KEIL-KFJZ  
KILT  
KTSA  
KEEL

OUT OF  
OUT OF  
OUT OF

FAMILIES  
PEOPLE  
DOLLARS

KLIF-KFJZ  
DALLAS-Ft. WORTH

TEXAS

On this acetate ad overlaying the SRDS Texas state map, the Texas Triangle Radio stations, KLIF-KFJZ, Dallas—Ft. Worth; KILT, Houston; KTSA, San Antonio, allied with KEEL, Shreveport, La., show their coverage of 3 out of 4 families, people and dollars in this market.

**GREENVILLE-WASHINGTON**  
12 Stations

**NORTH CAROLINA**

**WINSTON-SALEM**  
12 Stations

**WITS**  
NBC Television Network

**WSJS**  
Winston-Salem, N.C.

**WSJS television = WINSTON-SALEM**  
CALL HEADLEY-REED, KEFL

WSJS, Winston-Salem, North Carolina maps its coverage of 75 counties in 4 states; provides pertinent market data for the buyer of Spot TV time.

## SRDS Service Salesmen can help you fit your own promotion to the media-buying pattern

For twelve years *Standard Rate's* Service Salesmen have had continuous access to the field reports of interviews with people in agency and advertiser organizations who participate in the media-buying function. Each SRDS representative possesses a considerable storehouse of practical and highly usable information on the things that influence buying decisions and the kinds of information that help form decisions—whether in the preliminary, intermediate or final stages of media selection. The SRDS man who calls on you will be very happy to sit down with you and review your own sales and

sales promotion objectives. He can cull from own analysis of the SRDS research and from working relationship with many other media buyers, the most pertinent information and ideas that will help you present the special values of your medium in terms that buyers can use to their advantage . . . and most assuredly to yours.

If you'd like specific information applicable to your own promotional approach in advance of the next SRDS Service Salesman's call, write to the nearest SRDS office listed on this page.

### Promotion Handbooks Available

The revised *Business Publication Promotion Handbook* reflects the significant findings of field research conducted throughout the eight years that ensued since the first book was prepared. It contains an additional chapter on the spread of media evaluation and schedule planning through all twelve months of the year.

Interesting and informative 54-page *Consumer Magazine Promotion Handbook* summarizes and analyzes the viewpoints, practices and needs of those who buy space in consumer magazines. This digest of hundreds of interviews with buyers of magazine space offers a revealing glimpse of the decision side of the media-buying desk in terms of what you can do to influence the people your representatives must sell.

Copies of both the *Business Publication* and *Consumer Magazine Handbooks* are available at no cost to publishers and their staffs.

Business  
Publication  
Promotion  
Handbook

Consumer  
Magazine  
Promotion  
Handbook

## SRDS Standard Rate & Data Service, Inc.

The national authority serving  
the media-buying function

Walter E. Botthof, Publisher  
Sales Offices:

New York, 420 Lexington Ave.  
Evanston, Ill., 1740 Ridge Ave.  
Los Angeles, Don Harway & Co.  
1709 W. Eighth Street



# STRICTLY BUSINESS

®

by Scotty Sawyer



## 24-hour thoughts on ISIM

I'm sorry to have to abuse the aspirations of some fine and nobly intended gentlemen, among them friends of mine, but I'm going to urge, herein, *against* the formation of the International Society for Industrial Marketing which will be proposed by the NIAA Task Force at the Conference in St. Louis next month.

I oppose it because it's unnecessarily and perhaps suicidally ambitious and because it would disenfranchise many present members of NIAA who would like to continue in NIAA for what NIAA now gives them but who cannot afford, are not ready for, or would be ineligible for, the projected marketing society.

As much as I might endorse the Task Force's enthusiasm for greater emphasis on marketing, I feel that the need for better industrial *advertising* has not yet been satisfied and that NIAA, as presently constituted, would serve enough if it did no more than help industrial advertising perform more efficiently its role *within* the meaning of marketing. Too many NIAA members are still short of being good *advertising* men—that includes members employed by the bigger companies who can more easily afford ISIM and may be among its strongest supporters.

A strong organization devoted to industrial advertising alone deserves to exist, and I believe that fact transcends the dream of making marketing men out of men who haven't yet made the grade as competent advertising men. Such an organization as NIAA now can become more market-oriented, but it would be unfair to the whole institution of industrial advertising to minimize the *communications* phase of marketing in any effort to broaden advertising men's vision (or to get companies, rather than individuals, to put more money into memberships).

Examination of any business publication should reveal plenty of evidence of the effect that advertising has a long way to go before it becomes a really

efficient selling tool. Despite the editorial guidance offered in professional magazines like this one, despite the advertising services which so many publishers now provide, despite the IARI and clinics at NIAA meetings and the brave efforts of publishers to suggest improvement of the advertising content, the fact remains that much industrial advertising is a waste of money and an intolerable imposition upon the readers.

Industrial advertising contains, undoubtedly, the highest percentage of bad visualization and uninteresting reading of any form of communications in existence. Client managements, advertising directors, account executives, copywriters and art departments occupied in industrial advertising are, for the most part, utterly unqualified for the responsibility of telling markets, on paper, why to buy their products.

How can you expect such people to become intelligent marketing men when they don't know yet how to recognize a sensible layout or write a felicitous sentence?

Since we can't shoot such people, let's do what we can to show them the light. NIAA, as an organization principled in favor of higher standards of communication, is the best source available for such illumination.

Creative people will welcome help whether they acknowledge the fact or not. Publishers will support any effort to improve the character of what appears on the pages they rent out. And while you can't do much to convert managements, there's more hope of doing *something* in this direction if the people most directly concerned with advertising have their backbones stiffened for them.

Whether NIAA can survive (financially) as an *advertising* organization is something I can't answer. Perhaps not; perhaps a headquarters supported by a dues structure that the generality of individual members can afford cannot provide the services that the members seem to want.

I hesitate to suggest that the pub-

lishers be asked—as they so often have been asked—to “make up the difference.” But it *might* be possible to arrange a schedule of dues payments which would draw larger sums of money from the publishers—and the bigger advertisers, too—in the form of company memberships and still permit people in small companies to enjoy individual memberships at reasonable rates.

And my answer to any objection that might be raised to this proposal along the lines of the white man's burden would be to repeat the suggestion made several paragraphs back: force yourself to read a business magazine—any business magazine—as an average reader might read it. I feel confident that *this* conclusion will be reached: every bad ad hurts each good ad because it reduces the average reader's respect for advertising and thus reduces the number of occasions when the average reader will expose himself to the pages where the advertising, both bad and good, runs.

It's always the bigger, the richer, the wiser who have to pay some part of the bill for the smaller, the poorer, the ignorant. In this instance, as in many others, they don't have to be wholly motivated by charity; just as a healthy economy makes the big bigger and the rich richer, so will a broadly higher level of industrial advertising quality benefit the wise as well as those whom we would have less foolish.

Let's keep NIAA as an advertising men's organization; if we can't run it as such profitably under the present financial arrangement, let's find new ways of affording it rather than what appears, from here, to be a sure way of killing it.

## File and forget

A suggestion by Sawyer that won't be welcomed is to the effect that business publications belonging to the Audit Bureau of Circulation or using Business Publications Audit Form B be required to include in their statements some information regarding the commissions paid to field subscription solicitors.

If more advertisers and their agencies knew how much money was being dangled in front of solicitors—sometimes 100% of the proceeds and sometimes even more than that!—they'd be less susceptible to the argument that *paid* for magazines are *wanted* magazines.

Remembering what happens in my house when the brush salesman comes to call, I—personally—favor subscriptions received from mail solicitation over those bludgeoned out by field reps.



Congress has voted favorably on a major recommendation of the bipartisan Hoover Commission for a more businesslike budget procedure.

# THANKS... AND WELL DONE!

**TIDE, a member of BILL BROTHERS PUBLICATIONS,**  
expresses its appreciation to all who supported the Hoover  
Commission recommendation for modernized federal budgeting.

Congratulations to the senators who unanimously passed S.434 and to the representatives who overwhelmingly voted for H.R. 8002.

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## What next?

There's other work to be done, as has been noted in these messages. Your continued support is needed.

Target recommendations for this year include (1) a Congressional declaration against needless and costly government competition with private business; (2) modernization of federal personnel proce-

dures and establishment of a senior administrative career service; (3) unified procurement and management of common use Defense items under civilian control; and (4) coordination of the nation's complicated federal medical programs.

Readers who have already sent for literature (see coupon below) will be informed as additional Hoover Commission recommendations come before Congress for action.

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# THREE DIFFERENT APPROACHES TO NEW PRODUCT DEVELOPMENT

Under the pressure of today's powerful competition, many companies are in danger of losing their market positions overnight—**unless** they have definite, formalized programs for keeping acutely sensitive to customers' product needs; **unless** they have the clearly defined investment and well-organized planning required to perform product development and improvement that will successfully satisfy **all** the demands of their customers.

This special, nine-page report describes the role of advertising & sales executives in the effective coordination of all departments related to new product development.

It explores three organizational approaches. First, Benjamin H. Hines, product development manager of General Foods' Jell-O division, analyzes the product manager and new product development manager system. Robert W. Lear, general marketing manager of American Standard's Plumbing & Heating division, outlines the use of a product planning committee. Finally, Arthur G. Janssen, manager of technical sales and marketing for Minnesota Mining & Manufacturing's new products division, probes operation of the corporate new-business development division.

The three views are based on material from a recent conference on new product development sponsored by the American Management Association's Marketing division.



*American-Standard's Lear*



*Jell-O's Hines*



*3M's Janssen*



# The product manager and the new-product development manager

by Benjamin M. Hines  
product development manager  
Jell-O division  
General Foods Corporation

● Futility and frustration are occupational hazards in the complex operation of getting new products on the market, with the odds at least five to one against any new product.

Distributors and the public cry aloud for new products but often, paradoxically, erect barriers to prevent their being given a chance. In short, new-product development is one of the toughest areas of American business.

A new company faces extinction unless it can successfully meet the challenge of new-product development—and the pace is furious.

A substantial 35.6% of General Foods' net sales for fiscal year 1957 was accounted for by products that were not on the market 10 years before.

Where we would be without these products, I shudder to think. It is indeed not surprising that so many companies place immense stress on product development.

The product development function involves more than turning out brand-new products. It includes, for example, new packaging ideas that give an old product a new personality.

In the drug industry, for instance, the packaging of deodorants has undergone several revolutionary changes. The bottle with daub-on sponge, which created the first national franchise in this field, was later replaced by the solid form of the product in a jar, in which category cream superseded the paste.

Next, the spray bottle held top place, only to come under attack most recently by the roll-on applicator. A new-product program therefore obviously must take full cognizance of the impact of new packaging.

Product development also means expanding an already existing line. In the prime of Jack Benny's radio days, Jell-O's "six delicious flavors" seemed as everlasting as the red, white and blue. Now, of course, there are ten Jell-O gelatin flavors.

In addition, since then, General Foods has introduced a number of completely new products under the "Jell-O" trademark. For instance, Jell-O pudding and pie filling, instant puddings, and

chiffon pie filling have met with heartening success.

Product development can also mean developing new uses for a product that is suffering declining sales. This is an alternative to developing an entirely new formula.

## Jell-O's new-product organization

The Jell-O Division is concerned with a wide variety of products, including various sizes of Baker's Chocolate, Log Cabin Syrup, Swans Down Cake and Flour Mixes, Calumet Baking Powder, Baker's Coconut, and Minute Rice.

In all, there are some 52 items with a combined annual sales volume of well over \$200 million.

The product manager reports to a group advertising manager, who in turn reports to the division marketing manager; the latter is a member of the general manager's staff.

## The product manager

The product manager, under the direction of the group advertising manager, builds a marketing plan for the product assigned to him, and follows through on the advertising and promotion schedule called for by this plan. His responsibilities can be divided into four main categories:

**1. He develops the annual marketing plan, establishing the sales and profit objectives for his product and recommending the advertising and promotion program needed to fulfill them.**

To be qualified to develop a sound and intelligent marketing plan, the product manager must inform and educate himself in the analysis of sales figures, volume trends, consumer franchises, share of market, and all other information bearing on the sale of his product.

He relies on outside research companies, on our own market research department, on information from our field force, and on consumer panel testing for up-to-the-minute information concerning the performance of General Foods products and competitors' products. In most instances, he initiates this type of research himself.

**2. He is responsible for advertising, working with the agency in the development of advertisements and following through on all phases of the project.** During the formative stages

of the advertising program, he works closely with the agency, checking television story boards, commercials and ad layouts before they are submitted to the group advertising manager for final approval.

He then follows through on aspects of putting the advertising program into effect, including work with the sales group to ensure that the program receives the trade support it deserves.

Of course, if the product manager sees a special promotional opportunity he may at any time recommend special advertising—nationally or on a local level—and then coordinate the efforts of all interested areas.

**3. He participates in sales promotion, sales planning, and sales follow-through.** Without infringing on the sales manager's authority, the product manager (with the group advertising manager) recommends changes in prices, in trade deals, and in consumer deals.

Once the change is approved, he notifies all affected areas and sets the organizational machinery necessary to effect the decision that has been made.

It is also the product manager's responsibility to develop all in-store salesing aids.

**4. He has important functions in the "improvement" area.** These include, for example, developing new and better recipes for advertising, packaging for publicity purposes.

Here the product manager works with the General Foods Kitchens, as well as with the advertising agency. The improvement area also includes product improvement, in which the product manager works directly with the technical research manager.

Further, the product manager is concerned with the vital matter of packaging changes; here, again, he works with the advertising agency, often with specialists in the operating and production areas.

## The planning and development manager

Until late in 1956, the product manager had another important responsibility: he was charged with selecting and adding new products to the line.

For example, the product manager for Baker's Chocolate would be expected to find, suggest, develop, and market all chocolate items.

This function was performed with great efficiency by our product manager.

ers, and we benefit today from the any fruits of their efforts.

However, it was decided by our visional management that the chief function of the product manager and the supervising group advertising manager should be to maintain and expand the market for the existing products assigned to them.

It seemed, in short, more and more obvious that today's highly competitive situation called for full-time attention to this responsibility.

Equally apparent was the fact that there should be a team that would spend all of its time on product development. At the start, this function was set up with the product development manager positioned in the marketing area—that is, reporting directly to the marketing manager.

Later, however, the product development function was re-positioned in a way that promises to provide an even more effective operation.

Today, along with the research manager, the product development manager reports to a new member of the general manager's staff: the planning and development manager.

This close alignment of the planning function with technical research will undoubtedly be beneficial to both areas in making possible greater efficiency and, through better communications, a broader exchange of ideas and technical knowledge.

At the same time, it is felt that the planning and development manager can give more attention to product development than could the marketing manager, who is responsible for every aspect of the selling and advertising functions in the Jell-O Division.

The product development manager-product manager relationship has not worked perfectly, and we are still try-

ing to improve our performance.

The number of ideas that have been studied and rejected runs into the hundreds; yet, of these, only four products have been studied, tested and passed on by new-product managers to product managers for marketing.

We do not have a fixed policy that resolves whether a related new product is assigned for development directly to the product group or first to the product development manager.

We think that such a policy would be inadvisable. Usually, the key considerations are how much time and effort would be involved and how much the job would distract the product group from its sales responsibility.

In the case of a new flavor of Jell-O gelatin, the product group is far and away best equipped to handle the assignment.

In the case of a new product for the Minute line (which now consists of Minute Rice and Minute Potatoes) a far more complex situation exists because of the unrelated areas and new concepts involved. Should such a product area be considered, it would doubtless fall into the domain of product development.

**How does the product group feel about the new alignment of responsibility? As far as we can tell, it is rather relieved not to be carrying a dual load.**

In our company, the pressure of meeting sales budgets and profit plans is a distinct factor in itself. Problems that do arise are usually matters of human relations and are treated as such.

In designing the plan for a product development project, it is our aim from the beginning to arrive at an agreement concerning product objectives which is approved by the product manager, the group advertising man-

ager, and the marketing manager, and we consult these managers on major steps as they occur.

For example, products that are to be consumer-tested are discussed and the principal objectives of the testing program are agreed upon in advance.

We have found that it is best for the product development manager not to attempt to carry a product through the test-marketing stage before turning it over to the product manager.

Instead, the test is conducted under our new set-up by a special new-products task force composed of the national sales manager, the planning and development manager, the product development manager and the research manager.

This procedure helps to insure a well-rounded test-marketing program with results that are valid for future planning and that are accepted as such.

### **The new-product process**

Product development is not an exact science, and there are no rigid step-by-step methods for developing a new product.

Furthermore, a product can be "killed" at any one of the various stages through which it must pass. These stages, as they occur at General Foods, are described briefly below.

### **The idea**

The idea for a new product can come from literally any place. Generally, however, a product idea comes from a product manager or group advertising manager, from one of the research departments, from General Foods Kitchen personnel, from advertising agencies or from suppliers.

### **Technical research**

Probably more product ideas are dropped at the research stage than at any other simply because evidence turns up that the idea is not new, that it has previously been explored, or that for one many reasons the idea just isn't feasible.

In many cases we try to evaluate the idea through psychological research—what we call "concept evaluation."

We have evolved some interesting techniques in this connection which we hope to refine and improve as time goes on.

If the product has merit and survives all the tests to which we subject it, we consult the appropriate research group, give it the basic idea and ask if such a product can be developed.

If the research team is hopeful in these initial discussions, we ask for an estimate of research time and costs. Later, once a bench-top product is

## **New products: the Sunday punch**

Facing the Assn. of National Advertisers in 1957, researcher A. C. Nielsen, Jr., graphically spelled out just how rigorous the new-product challenge is. In the past 10 years, three out of every five leading brands have been knocked out of first position. What caused this loss of leadership? Says Nielsen:

- competition from a radically new product (23%).
- competition from an improved product (31%).
- successful developments in the

form of new flavors, colors, sizes, and other such features in competing products (23%).

- competition from superior advertising and promotion (23%).

In short, 77% of these products lost out because of shortcomings in product development work.

The accomplishments of product development in recent years are almost incredible. For example, 60% of today's sales of drug products are accounted for by products that were not on the market even 10 years ago.



developed, the appropriate product manager and group advertising manager are brought into the act, and from this stage forward they are posted on all key developments.

Usually at this point, too, one or more of the General Foods Kitchen representatives are brought into the development picture.

If the bench-top product is not considered by all to be adequate for limited consumer testing, specific improvements are requested of the research group.

### **Market research**

Even after we have evaluated the product from the viewpoint of the probable profitability (for naturally we have profit standards which products must meet) we still don't know whether the consumer will like it—and, if she does, how often she will buy it and use it.

At this stage, the market research manager is posted on the questions we have about the product. In all probability, he has seen and tested the product and has thoughts of his own concerning a program.

We agree on an appropriate sum of money to spend in researching this project, and the market research manager is given a timetable. His department then develops a specific detailed proposal. He may want to use an outside firm, an advertising agency panel, or even a panel set up by us.

He determines whether we should use a mail panel or an interview panel, and obtains cost estimates. After his proposal is adopted he puts it into operation, carefully policies it and helps interpret the findings when the results come in.

### **Legal aspects**

The law department must be kept posted at many stages in the development of a new product. The formula is reviewed to see that our product conforms not only with all existing federal laws but with various state regulations as well.

The law group approves our ingredient line and reviews all proposed names for the product. If necessary, it checks various trade-marks that we are considering for the product.

### **Advertising activities**

The agency that is to handle the product usually works with us throughout the preliminary step and acts as a consultant in nearly all phases of the product development program.

Often, in cooperation with our corporate Market Research Office, it performs a particularly valuable function by researching the past marketing history of products that are similar.

We have often found it desirable to send advertising material with the product to be tested in order to simulate in some measure the preconditioning that occurs when a product reaches the home in the ordinary course of marketing.

### **General foods kitchens**

As mentioned earlier, General Foods Kitchens are posted on all new-product activities from the earliest practical moment. Often they do recipe work for the consumer research program.

If the product shows promise, the Kitchens are asked to develop a multiple of recipes and to suggest all possible uses of the product.

On the basis of their intimate knowledge of housewives, they tell us the most appropriate size of the container, the proper wording for the direction, and so forth.

### **Productions considerations**

Once we have a product which consumers tell us they like and which we have produced in our laboratories, we must consider the mechanics of mass production.

Of course, we have not completely ignored the practicalities of production up to this point:

In general, we know that the product can be produced, but we await justification in terms of product performance before studying in detail all the production problems that may arise.

The appropriate production manager works with a purchasing agent to obtain the best possible cost estimates of raw-material supplies, to develop a cost-of-goods estimate for us, and to tell us the best way to produce the product.

They also usually develop the container or carton according to the technical requirements established by our research staff.

### **The controller's role**

When production data have been finalized, they are given to the controller. He provides us with profit and loss figures based on our estimate of the possible volume of sales.

The profit and loss sheet becomes a part of the report we issue to the new-products task force when our work is completed. It includes the estimated time of payout, any capital authorizations that will be necessary, and the return on funds to be invested.

### **Label design**

Label designers submit various designs which are reviewed by the product manager, the group advertising manager, the Kitchens, the Law Department and the marketing manager.

We feel that label design is an in-

tegral part of the development process since it is one of the principal means of translating the product's qualities to consumers (according to the findings of the tests we have conducted).

### **Intra-corporation relations**

We are often asked whether or there is conflict between the function of the divisional product development group and the corporate New-Products Department.

That there are some conflicts is inevitable, but most of these can be ironed out by following a few rules of common sense. Conflicts generally concerned with whether an idea is to be assigned for development to a division or to the corporate area.

Of course, the corporate New-Products Department can go into areas removed from those that a division is equipped to tackle.

A problem of such basic and long-range importance as providing new foods from new sources is an example of this is a job of such long-range importance and its reflection on the operation of the division is so distant, that the corporate New-Products Department is best suited for the job.

To prevent conflicts between the work of the divisions and that of the corporate New-Products Department, a quarterly report is compiled to all of the active and inactive product projects of each division.

When serious conflicts arise, it is the function of the corporate New-Products Department to see that they are not allowed to continue.

In addition to the product development, there is one other important reason to diversification: the acquisition route.

All acquisition negotiations in General Foods are carried on in a corporate department, which operates as an entity separate from the corporate New-Products Department though reporting to the same senior vice-president.

The working relation of the divisional product development group and the acquisition group is mainly a sharing of information. Occasionally, the divisional group suggests comparisons that fit into our pattern of operation for acquisition.

### **The new-product manager and new-product development manager**

As for methods and techniques, I lay claim to no secret weapons. In my opinion, this product development job seems to require no more than common sense in everyday decision-making, attention to details, and most important of all, a real infatuation with the challenge of developing new and better consumer products.

# the product planning committee: its opportunities and responsibilities

Robert W. Lear

general marketing manager

heating & heating division

American-Standard

At American-Standard, we are not committee happy," but we do use committees when they have a real purpose. We think that new products constitute one of our greatest hopes for long-range company success, and we have assigned a product planning committee—the "Product Development Committee," as we call it—to guide our progress in this area.

I shall not attempt to prove that our Product Development Committee has been an unqualified success; I will simply observe that it has been in operation for nearly five years, and will attempt to pass on a number of the lessons we have learned in that time.

So that the reader may better understand the committee approach, I shall first describe briefly how we go about our product development business at American-Standard — our organization, procedures, methods of communication, delegation of authority and controls.

**Organization.** The committee chairman is an experienced executive who reports to the president and spends his full time on this job. The secretary is part-time and handles much of the routine processing of material.

The three official members represent their respective departments—Sales (of which I am the representative), Manufacturing, and Research. The Purchasing Department is invited to attend each Product Development Committee meeting and sends a representative when an important make-or-buy problem is up for discussion. The departmental members of the committee speak for their department heads and are responsible for keeping their departments informed of all committee activities.

One-day meetings of the Product Development Committee are held monthly in New York City, with occasional two-day sessions at the research laboratory in Louisville or at plant.

Working in conjunction with the Product Development Committee are a series of project teams which are organized as shown in chart (p. 55). Team

members are appointed by the individual departments. The Research member usually acts as chairman and secretary since team meetings are most frequently held at the lab. The Sales member is usually the product manager for the product involved. (We have 10 such managers in our marketing section.) The manufacturing member is either a headquarters specialist or a key plant supervisor. Purchasing may have representatives attend some meetings. Each member may bring extra supporting specialists with him to meetings whenever he wishes. At the present time we have 35 project teams at work.

**Project team meetings are held as frequently as necessary and may be called by any department.** Since projects frequently overlap, several meetings often can be held in consecutive fashion.

## Procedures

In order to have project teams it is necessary to have projects. The flow chart shows how projects are conceived and how they grow.

Project inception usually takes the

form of a product development proposal initiated by the product manager in the Sales Department. The original statement of the idea or need may come from a customer, a salesman, a supplier, a plant worker, a research study, a product evaluation meeting, or even a competitor. The product development proposal is based on a market survey, includes desired product specifications, sets sales estimates for one to five years, establishes gross profit goals, anticipates a timetable, and outlines all known marketing and competitive factors to be considered.

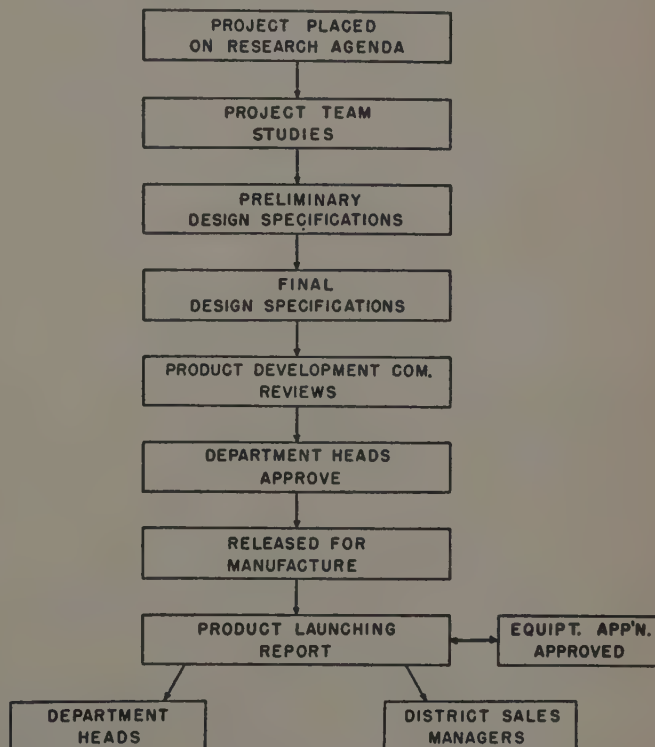
After clearance through Sales, the product development proposal goes to the chairman of the Product Development Committee, who obtains an estimate of research time and cost, manufacturing time and equipment cost.

The consolidated product development proposal is reviewed by the Product Development Committee and then either placed on the research agenda, turned back to the departments for re-appraisal, or (if it is a major project) referred to the division president for executive approval.

Once the project has been placed on the agenda, the project team is appointed and work gets under way.

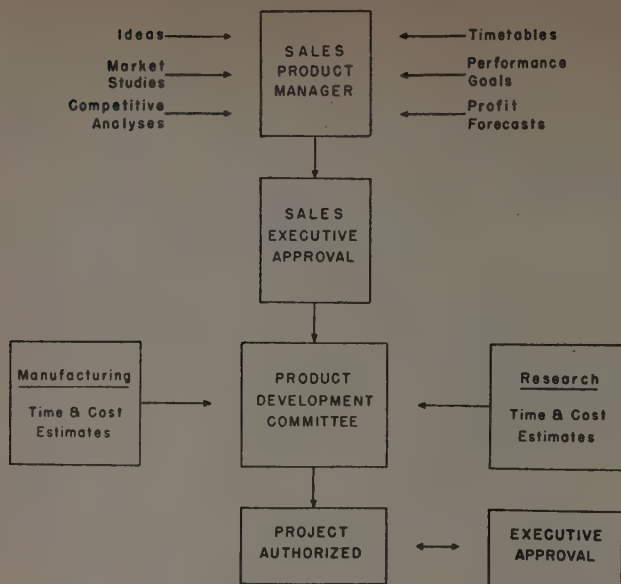
The project team meets at each stage of research progress to contribute ideas, criticize tentative designs, and investigate side problems that inevitably

PROJECT PLANNING FLOW CHART





## PRODUCT DEVELOPMENT PROPOSAL



*After clearance through sales, the product development proposal goes to the chairman of the product development committee.*

arise. The first tangible result of the team's efforts is a preliminary design specification which is furnished to each department for review and comment.

After each department has screened the preliminary design specification, work begins on pilot models for lab and field tests, and final costs estimates are assembled. When the project team is satisfied that a good product has been created, final design specifications are issued by Research to the heads of Sales and Manufacturing and to the Product Development Committee.

The Product Development Committee reviews all of the material submitted—primarily from a return-on-investment and gross-profit standpoint—and recommends to the heads of the Sales and Manufacturing Departments that the final design specification be approved.

After this approval the product is released to Manufacturing for production. Simultaneously, Manufacturing has been readying its equipment appropriation for submission, and it simply uses as justification most of the same material consolidated by the Product Development Committee.

As soon as it appears fairly certain that the project will be a reality, and as soon as timetables and cost estimates become reasonably firm, the Sales Department product manager prepares a product launching report.

This summarizes all facts about the product—sales forecasts, gross-profit estimates, and timetables.

It contains a detailed marketing plan which sets the distribution policy, pricing policy, advertising and sales promotion program, sales training plan, and field selling strategy. Upon approval by the vice-president for sales, this report is circulated to all concerned department heads of the division.

One month before announcement date, an advance copy (without the cost and profit data) is sent to all district sales managers so that they can set up their local selling plans.

### Communications

Throughout the product development process, it is of major importance that key departments and individuals be kept informed of progress (or lack of it). As I have observed, we have around 35 projects under way at all times, so communication is a complicated task.

The Product Development Committee acts as communications center for the division. Chief among the devices which it uses are the minutes and the research agenda.

**Minutes.** Material covered at each monthly Product Development Committee meeting is written up and submitted to all key division and corporation executives. Prime sources of information are the minutes of each project team meeting, current product development proposals, design specifications, and special reports.

Each committee member, of course, must review the status of the various projects in his department and be prepared to report at the meeting.

**Research Agenda.** Accompanying the monthly minutes is a product development progress chart. This is most valuable and informative document.

It lists each project on the research agenda by order of priority, shows announcement goal time, and gives actual or estimated dates for preliminary and final design specifications, release for manufacture, and product availability.

These charts—there are six of them covering the various sections of the research Department—are revised monthly, and the projects are left on until the product is actually launched.

### Authority

The Product Development Committee itself has limited authority since we feel that most of the authority must stay where the responsibility is—with the division and department heads. However, there are a number of things that the Product Development Committee can do.

**Priorities.** The committee establishes the priority of items on the research agenda, thus determining where and when available research time should be applied.

**Placement.** The committee can authorize a project that involves less than \$10,000 in total cost without further referral. Items involving from \$10,000 to \$50,000 must be approved by the division president, items involving more than that amount by the corporation president.

**Outside consultants.** With approval from the president, the committee can engage outside consultants to work on special projects or parts of project. This is particularly important where differences of opinion exist between departments.

**Recommendations.** The committee can make independent recommendations to the president and to the department heads whenever it wishes. Although this may not appear to be so, it is a major element of authority. It means that slow-moving projects can be expedited and that a failing project can be stopped before it becomes inordinately expensive.

An individual department is loath to own up to its mistakes or to admit defeat, but a review committee can bring up a subject without loss of departmental face.

### Controls

There are several ways in which product development projects are controlled through the Product Development Committee. As mentioned previously, project approval is limited. At several checkpoint stages in the pro-

departmental approvals are required.

The progress chart, in addition to being a communications medium, is a control of sorts. The very make-up of the committee, with various department members, offers a degree of control. In addition, three other devices are used.

**Research Cost Report.** All research is recorded and assigned (in dollars) to each project. A monthly report shows the actual costs being allocated to each project and each type of activity. This report gives the committee and the division executives an opportunity to review the current status of all items under development.

**Overages.** When the amount of money authorized for a project has not exceeded by more than 10 per cent, the division president must reauthorize the project. From zero to 10 per cent, or on projects under \$5,000, the Product Development Committee can re-authorize.

**Post Mortem.** After a product has been put on the market, a quarterly review is made of actual results versus anticipated results forecast by the product development proposal and the product launching report during the first year.

To say the least, this is a most effective way of forcing re-appraisal of all projects and creating realistic estimates.

### Guides for committee design

We believe that our Product Development Committee system has some good points. But we are still tinkering with it in an effort to bring faster and better results.

It is admittedly designed for a large company with a wide line of mechanical products and a great number of projects under way at all times.

I am not sure that it would work for a very small company, for a single-product manufacturer, or for a producer of impulse-purchased consumer goods.

Nevertheless, we have recognized certain basic principles which I believe might apply to almost any company. The following, then, are seven bits of general advice for others contemplating the design of a product planning committee system:

**1. Keep it advisory.** A product planning committee can be most effective when it steers, appraises, expects and communicates. It should not be permitted to make technical decisions as to whether the product should be brass or steel, riveted or welded, \$10 or \$20, white or red.

These are matters for professionals to decide, and the professionals are in

the responsible departments. The product planning committee is a staff function, not a line function.

**2. Keep it simple.** It's a lot easier to make red tape than to cut it. There is a constant temptation to overprocedurize product development. As a specific example, we had an imbued procedure man at one time who put all of our product development practices into a manual that ran to 32 pages and was accompanied by an enormous and fantastically complex chart. No one read the manual, and no one *could* read the chart. The simpler your procedures, the more time you have for project review.

**3. Keep it flexible.** All projects are not the same. Advance provision should be made for handling emergencies, for handling minor product items, and for obtaining approvals.

At American-Standard, for example, as general marketing manager I have the delegated authority to go directly to Research, merely informing the Product Development Committee of my action, on projects which involve less than \$5,000 in research cost.

I have the delegated authority to refer routine product proposals that involve less than \$50,000 of total research, manufacturing, and sales expense directly to the Product Development Committee without obtaining the approval of the vice-president for sales.

I cannot, of course, do so when a switch is made in basic materials, function, or marketing philosophy, and the vice-president can always catch the project before it is activated if he disagrees with me. But we save a lot of time and paper passing.

**4. Keep it current.** The product planning committee cannot be allowed to become dormant. It must meet frequently and keep all data up to date. Its minutes and progress charts have to be released quickly.

Membership on the committee is not an honorary degree; it means hard work and priority assignment of time.

**5. Keep it both short- and long-range.** The product planning committee should live for this year, next year, and five years from now. Ideally, I believe, there should be on its agenda a periodic face lifting for most key products, supplemented by a complete redesign and restyling for the future. It helps to stimulate ideas by having these "think" projects listed on the agenda.

**6. Keep it broadly participative.** Product development is not a closed corporation. As many ideas as possible should be thrown into the hopper and then winnowed, down to the most logical ones by the key responsible people.

In starting a project, we frequently have what amounts to a brainstorming session with men (and women) from our advertising agency, sales training unit, research lab, market research unit, Manufacturing Department, other company divisions, field sales force, and so forth—all contributing ideas and suggestions before the product development proposal is written.

Sometimes we have a formal task force assigned to review a new material or a new theory, and its findings form the basis of the product development proposal.

As a project progresses, we often call in field salesmen or even important installing contractors to give us their opinions.

During project meetings, the team members bring specialists from their departments to advise them. During field tests, we pay a great deal of attention to the thoughts of the architects, engineers, wholesalers, builders, contractors, homeowners, and whoever else is involved.

At the opposite end of the pole, when we started our Product Development Committee, one man insisted that he be assigned as the official member of 22 project teams; it simply couldn't work. Now we have 27 different people acting as project team members.

**7. Keep it under control.** Since product development is necessarily a composite of guesstimates, untested ideas, hopes, pressure, and arbitrary budgets, it is most essential that a series of checkpoints be established to measure the validity of the projected thinking.

Most of the ones we use have already been mentioned, but it should be re-emphasized that the application of these controls must be handled so that they act as a spur, and not as a deterrent, to sound product development.

### The product planning committee: opportunities and its responsibilities

Most companies today are acutely price-conscious. For many of us, our profit slip is showing. Our field men tell us that we must meet absurdly low competitive prices, and when we look at our present rising costs we shudder.

In my opinion, product development offers us at least two ways out of this dilemma:

- By shrewd product evaluation and re-analysis, we can redesign our lines so that we eliminate frills and non-essentials and come up with a better competitive product.

- Through the creative application of technical ingenuity, we can design completely new models that make sheer price considerations become almost secondary.



# The organization and use of a new-business development division

by Arthur G. Janssen

Manager—Technical sales and marketing

New products division

Minnesota Mining & Mfg. Co.

● How do you measure corporate growth—by yardstick, thermometer, or speedometer?

We at Minnesota Mining and Manufacturing Company (3M) measure growth by increase in sales and profits. In 1947 our sales were \$93 million; in 1957, they were about \$370 million.

About 40 per cent of our present profit is derived from products which did not exist at 3M 10 years ago; 22 per cent of our current sales come from products developed in the past five years.

## Markets and technology

Since a business is composed of two key facets, markets and technology, we will show how growth takes place in each as a result of careful planning. Both technology and markets may be either related or unrelated to existing businesses.

Let us clarify this concept with several examples from within the framework of 3M. Many of our existing businesses have a related technology. The manufacture of sandpaper, for example, is related to the technology of making a pressure-sensitive tape:

Both involve a coating operation on a suitable backing. In the manufacture of sandpaper, the operation in its simplest forms involves coating a layer of adhesive on paper and then adhering abrasive particles to the adhesive.

In the manufacture of pressure-sensitive tape, an adhesive is coated on cellophane. Obviously these processes are considerably more complex, but the parallel is clear. It should be obvious that growth could take place through an extension of the related technology of coating an adhesive on various backings.

By using asphalt as the adhesive and colored chips of rock as the abrasive, we might end up with roofing shingles. Substitution of a magnetic iron oxide for the abrasive might result in a sound-recording tape.

Let us consider how growth might

be achieved through products unrelated in technology but related in markets.

An automobile repair shop uses a variety of materials such as "3M" brand body solder, "Scotch" brand masking tape, "3M" brand "Wetordry" abrasives, and "3M" brand adhesives in the repair of damaged cars.\*

Since each of these products is manufactured by a different division, which in turn has its own sales force, duplication of sales effort could easily result from selling to this related market.

Selling costs have been reduced, and profits thus increased, by establishing a single sales force to handle these various unrelated products.

## Approaches to new business development

Product improvement through technical development offers the greatest long-range advantage over competition. Reduction of manufacturing costs through sound engineering will result in increased profits. 3M favors these approaches.

Other factors, however, cannot be overlooked: Prices can be reduced in an effort to increase sales and capture a larger share of the market; on the other hand, we might consider raising prices to increase profits. A wide-awake research effort will often uncover new untapped markets which can contribute to increased sales.

We might cite an example here of a typical 3M case. Market research determined that wet decks on boats constituted a genuine hazard. How could this slippery condition be easily remedied? Why not use an abrasive to prevent slipping—specifically, sandpaper adhered to the decks?

Result: the Abrasives Division is now marketing "Safety Walk" brand non-slip surfacing\*\* and the market has been extended from boat decks to any slippery surface—garage floors, laundry and brewery floors, and the like.

There is still another way in which growth of profits might be achieved in established product lines: Becoming "basic" in some of the raw materials needed for the product by acquiring ownership of sources of supply will frequently reduce manufacturing costs and result in increased profits.

Before we explain in detail how 3M

\*The terms "3M," "Scotch" and "Wetordry" are registered trademarks of Minnesota Mining and Manufacturing Company, St. Paul, Minn.

\*\*"Safety Walk" is a registered trademark of Minneapolis Mining and Manufacturing Company, St. Paul, Minn.

is organized to handle the development and marketing of new products. Perhaps we should review some of the check points in planning a successful new business endeavor.

Establishment of a preferred position is most important for protection of the new business over a long period of time. All too frequently, an intense competitive situation develops soon after a new business is established.

Failure to guarantee a protected position from the start may result in a decreasing dollar sales volume and a poor profits picture. Every effort should be made to protect the new business endeavor with patents.

If it is not possible to obtain a good patent position, consideration might be given to business involving secret processes or skill. Good business judgment dictates that we cannot afford to spend time and money in developing a new business in which our market position may be insecure.

What are some other check points? Every company has a "big picture" part of which has to do with sales potentials and acceptable profits. Changes are that the company expects any new business endeavor to contribute to the over-all company sales picture, even though initial sales might be quite modest.

Are we thinking big enough? Is the potential dollar sales volume at an acceptable level? Is the profit level keeping with established company policy on new products?

In our opinion, the most important ingredient in successful new-business development is people. Recently we were favored with a visit by a group of German scientists and business men. After several days of observing the working of 3M, they congregated for a question-and-answer period.

One puzzlement was of primary concern: "after all the observing, we still don't see how you have become so successful." "People" was the name given one word to describe what our guests had been unable to fathom in several days.

At 3M as elsewhere, every new business endeavor must have a champion—someone who will sweat, bleed, even die, if need be, for the project. Nylon had Carothers, polio vaccine had Salk, aviation had the Wright brothers. They were, and are, champions: the people who make or break an idea.

## 3M's approach

The Office of Research and Product Development is a staff function. The operation of the New Products Division is a function of this office.

Here, an atmosphere is created which encourages freedom of movement



t in exploring new business areas. While by its charter the division operates at a loss, we are responsible for determining those programs having the greatest estimated profit potential. Our efforts toward this goal, we are given substantial freedom by management.

As may be expected, research and product development is carried out on the divisional level through the office of the divisional director.

Generally, the product development activity of this office is concerned with products whose technology and market relate to that division; in any event, mainly one of these two business types will be present.

The chart depicts the organization of the New Products Division. There is a similarity of line and staff relationships to the over-all 3M company chart. Projects A, B, and C represent embryonic new businesses.

It is the responsibility of the staff groups (Patent Liaison, Product and Process Development, Quality Control, Experimental Production, and Sales and Marketing) to assist the projects in creating a climate for rapid growth.

It is also their responsibility to systematically search, screen, and establish embryonic business projects. Let us examine the actual workings of this division.

Since we favor the project team, it is obvious that some activity is involved before the establishment of the project. All activity stems from an idea. Where do we get it? We may get it within 3M—from our executives, from central research laboratories, our customers, or within our own division.

We also receive countless unsolicited ideas from outside 3M. Organized scouting is done at colleges and universities, patent attorney's offices, and research institutions. Our Patent Liaison group determines whether the idea can achieve a protected position. The Marketing and Sales group investigates markets and profit potentials. Meanwhile, Product Development is determining technical feasibility.

Great many ideas are filed in the "gold-plated wastebasket" at this time. But someone may be bitten by the bug; he refuses to let *this* idea die; he is convinced that *this* is a live one. We have found the person, the champion, the most important ingredient in successful new-business development.

The New Products Division's Management Committee decides to establish this idea as a project. The champion becomes a project supervisor.

He assembles his team from the division staff groups: a chemist or chemical engineer from Product Development, a chemical engineer with business training from the Marketing and Sales group, a sales-oriented individual from Sales, and possibly a person with production experience. There are no prima donnas or fair-haired boys on this team. Its members use only the pronoun "we."

The team's initial objective is to create a reproducible working model of the idea. Staff Engineering is called upon for assistance in creating the working model by the simplest and most economical method.

Staff Accounting assists in establishing costs for large-scale manufacture. At this point, it may be desirable to test-market the idea on a small scale. Experimental production demonstrates that the working model can be manufactured on a small scale and prepares the samples for test-marketing.

The staff Marketing group cooperates with the project team, helping to plan the strategy of the test-marketing campaign; it may even do the entire job. Again, the divisional Management

Committee and the project team takes a long, hard look at the project.

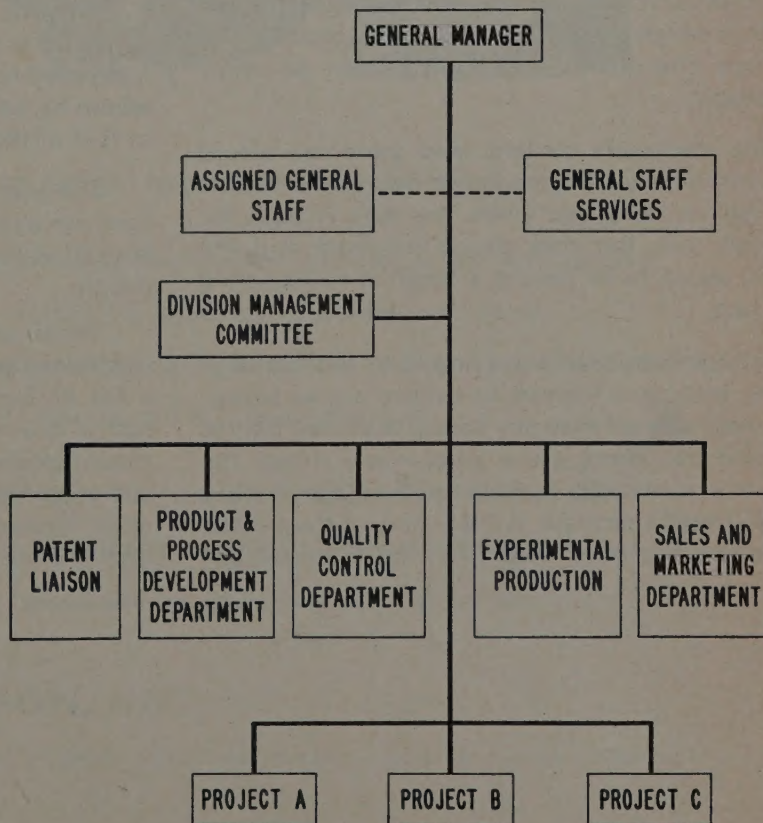
Does it still appear to be the kind of business 3M should be in? A fair-size sum of money has been spent. If the project stands the rigid scrutiny and a decision is made to continue work, top 3M management support is sought.

The full-scale commercialization process is started. The project team is "beefed up." Pilot plant facilities are expanded concurrently with larger-scale test-marketing. Prices are established, along with the distribution and sales pattern.

As observed earlier, the New Products Division operated, by charter, at a loss. When a project begins to show profit, or when it has been demonstrated that the product is at that point in development where risk to capital is minimized, the company then places the new business somewhere in the company's structure or creates a new division for it.

Frequently the project team accompanies the new business to divisional status; sometimes the members prefer to remain in the New Products Division and start another business. ■

## THE NEW PRODUCTS DIVISION





# FOOTNOTES

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## *The peculiarities of magazines*

The Magazine Publishers Assn. meeting in White Sulphur Springs a couple of weeks ago showed what can be done when a few men with determination get together. It was by all odds the best, most interesting and most productive MPA meeting we have ever attended. Further, its attendance was more diverse than we have seen in the past and if the magazine advertising and promotion people keep coming in the future, there is a better than even chance that magazines will at last have an effective spokesman in the MPA.

The question is, of course, exactly what the consumer magazines will have to say as a unified advertising medium. To our way of thinking it is somewhat less than useless for them to inveigh idly against the broadcast media and the Sunday supplements. Both are effective advertising media and must be recognized as such. That is not to say that there shouldn't be competitive research and competitive selling. It is to say that each medium has inherent qualities peculiar to it which should be promoted vigorously, and really only one quality common to them all—they reach people.

Many media are content (and some can afford to be) with merely citing audience figures. There was a day not too long ago when this was enough for magazines, too, but that day is no more and the medium seems to be having a tough time adjusting to the fact.

We hope that it will soon turn to its own peculiar qualities which we happen to believe are as important (if not more so) than any boxcar audience figures could ever be. There are a great many things the magazine business can explore to advantage. Among them, and most important, is the history of the printed word, which has been used from the Bible (to sell

religion) to the Federalist papers (to sell a political theory) to the New York, New Haven & Hartford The Kid in Upper Four (to sell an idea) to the man in the Hathaway shirt (to sell a product).

It might not be going too far to say that whatever is important is printed. It doesn't matter about the source; it might be a speech, a play or a television show. If it's important, it will be printed.

In short, people can get important things from magazines and have the opportunity to refresh, refer, to retain those things if they want. There is nothing necessarily transitory about a magazine.

There are other peculiar qualities which the magazines can sell to advertisers. Loyalty, for example. Does any consumer magazine publisher know how long the average subscriber has been getting the magazine? And if he does, has he ever promoted the fact?

There is the peculiar quality of convenience. The magazine is the only advertising medium a consumer is exposed to, **as** he wants to be, **when** he wants to be, **where** he wants to be, and when he is in a mood close to that of the magazine's own editorial mood.

There is the peculiar quality of sharing, a pretty common desire in the human race. Magazines are the easiest of the advertising media to share with other people.

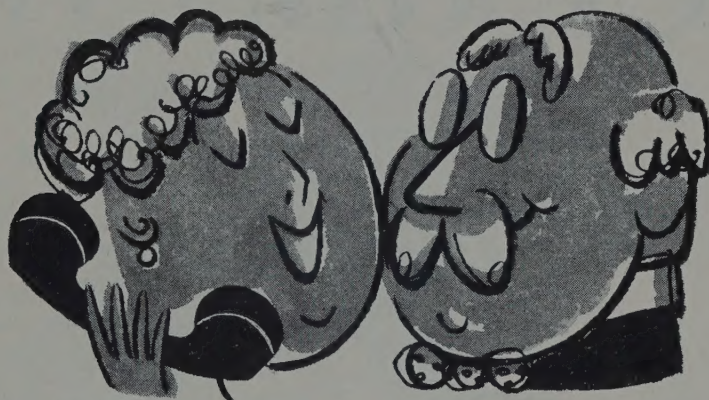
There are doubtless other unique qualities of magazines and it would be no trouble to put together a list of such qualities for any medium. These are just a few of those we think consumer magazines should explore and promote instead of wailing about audience figures. These are some of the things other medium has and we hope the magazines will begin taking advantage of them.

*The Editors*





*Telephone yourselves together*



A family, far apart, can get together in a hurry by telephone.

It's such a good, satisfying feeling when you pick up the receiver and hear the familiar voice of a loved one. The miles melt away, the smiles go both ways. Family news is more thrilling when told in person. And so much more can be said in a telephone call!

Advertising for Michigan Bell, our client for 23 years, reminds folks of the many ways the telephone serves a family. And helps sell the convenience, speed and fun of getting together by telephone.

**N. W. AYER & SON, INC.**

PHILADELPHIA • NEW YORK • CHICAGO • DETROIT • SAN FRANCISCO • HOLLYWOOD • BOSTON • HONOLULU



✓ An Important Sales-Building Fact To Remember For 1958:

# CIRCULATION UP MORE THAN HALF A MILLION IN 12 MONTHS

*One more reason why—*

# McCall's works

More people are buying McCall's than ever before. In fact, McCall's circulation for the first quarter of 1958 reached a new all-time high of 5,420,000—an increase of more than 550,000 over the same period last year.

Record-breaking circulation increases are nothing new to McCall's. Every year since 1950 McCall's has established new highs in total circulation.

McCall's is a magazine that helps a woman in the management of her home every day—and provides her, and her family, with inspiration and guidance for better living. The provocative and challenging editorial features in each issue make McCall's one of America's most talked-about magazines month after month.

All of which helps explain how McCall's *works*—for its readers as well as its advertisers.

*Circulation figures: Publisher's estimate, first 3 months, 1958.*

**McCall's, the magazine of Togetherness**

